Keolis
Commuter Services

November 19, 2013

Mr. Gerald K. Kelley
First Deputy General Counsel
Massachusetts Bay Transportation Authority
Legal Department, 7th Floor
Ten Park Plaza
Boston, MA 02116-3974

Via Email and Hand Delivery

Re: MBTA's letter dated November 13, 2013 Re: MBTA Commuter Rail Procurement: Post Proposal Amendment to RFP No. 159-12 and Discussions Relating Thereto; Best and Final Offer Notice

Dear Mr. Kelley:

We are responding to your above-captioned letter and are hereby submitting a detailed response to the MBTA's request for clarification contained within Section 1(G) of that document, namely "Revision to Form "FFP" Included in Appendix D (Forms) to the Instructions to Proposers."

Please do not hesitate to contact me if you have any additional questions.

Thank you.

Sincerely,

STownsend.

Steve H. Townsend
President

101 Federal Street, Suite 1900
Boston, MA 02110
(617) 261-8591

Annual Firm Fixed Price (FFP) Proposal Form – Year 1 of Operations (In 2014 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 1 Total $ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Admin/HR								
General Manager and Primary Direct Reports								
General Manager	Direct Labor	1	1	$ 315,085.00		19.7%		$ 377,306
Chief Engineer	Direct Labor	1	1	$ 194,302.42		17.7%		$ 228,760
Chief Transportation Officer	Direct Labor	1	1	$ 189,051.00		27.8%		$ 241,546
Customer Service Manager	Direct Labor	1	1	$ 225,179.18		24.6%		$ 280,662
Chief Mechanical Officer	Direct Labor	1	1	$ 195,392.61		26.3%		$ 246,686
Director - Finance, Accounting, and Administration	Direct Labor	1	1	$ 213,285.08		24.7%		$ 266,058
Manager - Safety	Direct Labor	1	1	$ 179,157.33		28.3%		$ 229,895
Manager - Quality	Direct Labor	1	1	$ 157,542.50		31.7%		$ 207,431
Legal and Compliance	Direct Labor	4	1	$ 138,382.44		31.1%		$ 725,767
Other Managers	Direct Labor	8	1	$ 120,915.91		35.8%		$ 1,313,199
Accounts/Payroll	Direct Labor	8	1	$ 73,164.05		45.1%		$ 849,519
IT, Data Analysis & Reporting	Direct Labor	14	1	$ 94,997.61		43.2%		$ 1,903,978
Planning and Performance Monitoring/Management	Direct Labor	3	1	$ 99,832.58		43.7%		$ 430,390
Sales/Marketing/Publicity	Direct Labor	-	1	$ -		-		$ -
Labor Relations / Equal Op & Div	Direct Labor	2	1	$ 96,047.89		45.2%		$ 278,852
Human Resources and Training & Qualification	Direct Labor	8	1	$ 82,376.97		42.1%		$ 936,140
Safety and Security	Direct Labor	7	1	$ 73,154.92		46.0%		$ 694,119
Claims Management	Direct Labor	2	1	$ 105,084.00		41.6%		$ 297,698
Contracts and Procurement	Direct Labor	6	1	$ 76,370.66		45.9%		$ 668,664
Environmental Engineering	Direct Labor	1	1	$ 82,889.41		49.4%		$ 123,799
Materials Management	Direct Labor	16	2,080	$ 25.42	$ 96,380	51.9%		$ 1,381,453
Accessibility	Direct Labor	1	1	$ 100,290.51		43.9%		$ 144,300
Clerical Support	Direct Labor	24	2,080	$ 25.49	$ 144,252	50.6%		$ 2,060,817
Claims and Insurance	Service	-	1				$ 2,905,273	$ 2,905,273
Legal & Professional Fees	Service	-	1				$ 1,676,731	$ 1,676,731
Office Supplies & Services	Service	-	1				$ 878,624	$ 878,624
Office Cleaning	Service	-	1				$ 71,427	$ 71,427
Telcoms	Service	-	1				$ -	$ -
Uniforms & Protective Clothing	Materials	-	1				$ 530,160	$ 530,160
Training	Service	-	1				$ 1,217,528	$ 1,217,528
Safety, Security and Quality	Service	-	1				$ 1,970,180	$ 1,970,180
Service Level Agreements contingency	Service	-	1				$ 1,411,875	$ 1,411,875
Sub Total - Admin/HR		**112**						**$ 24,548,838**
Stations, Retail and Public Information								
Management	Direct Labor	5	1	$ 75,679.81		34.4%		$ 508,714
Customer Service / Help Desk	Direct Labor	13	2,080	$ 25.12	$ 138,079	50.6%		$ 1,160,890
Announcements	Direct Labor	-	2,080	$ -	$ -	-		$ -
Ticketing and Retail	Direct Labor	22	2,080	$ 26.16	$ 237,385	46.9%		$ 1,995,792
Cashier	Direct Labor	4	2,080	$ 27.98	$ 39,643	41.4%		$ 368,676

Annual Firm Fixed Price (FFP) Proposal Form – Year 1 of Operations (In 2014 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 1 Total $ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Revenue Protection	Direct Labor	-	2,080	$ -	$ -	-		$ -
Cash Collection	Service	-	1				$ -	$ -
Marketing & Timetables	Service	-	1				$ 317,907	$ 317,907
Spare	Spare							$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Stations, Retail, Public Information		**44**						**$ 4,351,979**
Transportation Services								
Management	Direct Labor	4	1	$ 123,302.48		33.9%		$ 660,236
Superintendents & Chief Train Dispatcher	Direct Labor	4	1	$ 129,966.78		35.8%		$ 706,046
Rules Examiners	Direct Labor	3	1	$ 87,278.59		40.0%		$ 366,696
Engineers/Drivers	Direct Labor	165	2,080	$ 42.21	$ 5,628,341	33.3%		$ 24,942,092
Conductors	Direct Labor	167	2,080	$ 35.24	$ 4,858,064	38.2%		$ 21,767,602
Asst Conductors	Direct Labor	198	2,080	$ 33.14	$ 2,465,949	43.3%		$ 22,024,408
Trainee Drivers	Direct Labor	12	2,080	$ 39.50	$ 415,167	35.0%		$ 1,745,942
Crew Dispatcher	Direct Labor	38	2,080	$ 35.56	$ -	43.8%		$ 4,041,880
Train Dispatch / Trainmasters	Direct Labor	25	1	$ 92,131.96		45.9%		$ 3,359,567
Road Foremen / Block Operator	Direct Labor	13	2,080	$ 29.73	$ -	49.6%		$ 1,202,563
Train Crew Utilization/Rostering	Direct Labor	20	2,080	$ 33.04	$ -	45.5%		$ 2,000,285
Special Trains (60)	Direct Labor	-	2,080	$ -	$ -	-		$ -
On-Time Performance contingency	Service	-	1				$ 1,834,393	$ 1,834,393
Non On-Time Performance contingency	Service	-	1				$ 767,183	$ 767,183
Sub Total - Transportation Services		**649**						**$ 85,418,893**
Mechanical Services								
Management incl Superintendents	Direct Labor	19	1	$ 110,147.17		37.2%		$ 2,871,226
Technical Services, Quality, Special Projects	Direct Labor	11	1	$ 86,452.49		40.1%		$ 1,332,210
Fitters/Mechanics	Direct Labor	206	2,080	$ 27.35	$ 5,508,095	43.5%		$ 22,324,519
Electricians	Direct Labor	118	2,080	$ 28.65	$ 3,619,791	41.8%		$ 13,591,529
Foremen	Direct Labor	66	2,080	$ 31.85	$ 2,015,034	40.4%		$ 8,154,262
Laborer/Other	Direct Labor	40	2,080	$ 23.53	$ 1,135,552	46.5%		$ 4,003,978
Cleaning	Direct Labor	103	2,080	$ 19.86	$ 2,131,823	52.5%		$ 8,619,542
Locos	Materials	-	1				$ 6,065,333	$ 6,065,333
Control Trailers	Materials	-	1				$ 2,205,444	$ 2,205,444
Trailers	Materials	-	1				$ 5,974,961	$ 5,974,961
Non-Revenue Fleet	Materials	-	1				$ 1,327,323	$ 1,327,323
Mid-life Overhauls of Traction Motors	Service	-	1				$ -	$ -
Corrective Work	Service	-	1				$ -	$ -
Mechanical Sheet Metal Worker	Direct Labor	28	2,080	$ 27.59	$ -	49.6%	$ -	$ 2,403,977
Spare	Spare							$ -
Spare	Spare							$ -

Annual Firm Fixed Price (FFP) Proposal Form – Year 1 of Operations (In 2014 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 1 Total $ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Sub Total - Mechanical Services		**591**						**$ 78,874,304**
Engineering Services								
Management								
Senior / Asst Chief Engineers	Direct Labor	5	1	$ 114,995.12		39.2%		$ 800,615
Force Account - Construction, Project Management	Direct Labor	-	1	$ -		-		$ -
Surveys, Track Geom, Plans & Docs	Direct Labor	5	1	$ 85,663.42		48.2%		$ 634,585
Track and Work Equipment	Direct Labor	8	1	$ 84,540.71		47.6%		$ 998,519
Communications & Signalling	Direct Labor	16	1	$ 91,131.27		42.2%		$ 2,073,761
Bridges, Buildings & Structures	Direct Labor	6	1	$ 83,523.65		45.2%		$ 727,478
Facilities	Direct Labor	3	1	$ 85,600.54		40.3%		$ 360,404
Administration	Direct Labor	3	1	$ 73,624.16		44.0%		$ 317,957
Trackman / Laborer	Direct Labor	56	2,080	$ 25.60	$ 780,287	45.9%		$ 5,151,931
Asst Foreman Track	Direct Labor	36	2,080	$ 28.14	$ 891,108	43.6%		$ 3,895,959
Foreman Track	Direct Labor	27	2,080	$ 30.44	$ 850,145	41.5%		$ 3,269,943
Foreman II	Direct Labor	17	2,080	$ 33.41	$ 523,309	39.3%		$ 2,169,385
Welding Foreman	Direct Labor	3	2,080	$ 30.32	$ 70,610	43.1%		$ 341,293
Welders	Direct Labor	18	2,080	$ 28.42	$ 343,566	45.3%		$ 1,889,779
Work Equipment Operator	Direct Labor	22	2,080	$ 28.12	$ 619,880	43.4%		$ 2,479,539
Signal Inspector	Direct Labor	17	2,080	$ 35.32	$ 373,481	40.6%		$ 2,129,050
Electrical/ Electronic Technician	Direct Labor	26	2,080	$ 31.24	$ 519,604	41.7%		$ 2,917,045
Roadway Mechanic	Direct Labor	4	2,080	$ 31.85	$ 79,294	43.0%		$ 458,112
Truck Driver	Direct Labor	21	2,080	$ 25.31	$ 512,940	46.3%		$ 2,147,249
B&B Mechanic	Direct Labor	57	2,080	$ 27.96	$ 1,168,810	44.8%		$ 5,969,623
B&B Foreman	Direct Labor	26	2,080	$ 31.12	$ 801,344	41.2%		$ 3,178,412
Watchman	Direct Labor	10	2,080	$ 23.71	$ 124,590	48.4%		$ 856,224
Machinist	Direct Labor	29	2,080	$ 27.11	$ 683,404	43.4%		$ 3,028,671
Electrician	Direct Labor	22	2,080	$ 29.85	$ 353,655	42.8%		$ 2,304,846
Sheet Metal Worker	Direct Labor	15	2,080	$ 27.09	$ 152,457	48.8%		$ 1,410,493
Asst Foreman NY	Direct Labor	5	2,080	$ 32.20	$ 165,246	39.9%		$ 633,742
Night Test Foreman	Direct Labor	2	2,080	$ 36.80	$ 42,696	39.6%		$ 256,435
Signal Maintainer	Direct Labor	63	2,080	$ 29.46	$ 305,268	47.9%		$ 6,020,071
Signal Operations	Direct Labor	23	2,080	$ 27.30	$ 349,695	44.9%		$ 2,241,783
Drawbridge Operations	Direct Labor	9	2,080	$ 25.95	$ 194,288	46.5%		$ 905,818
Radio System Maintenance	Direct Labor	5	2,080	$ 34.37	$ 68,342	42.8%		$ 578,685
Signaling Inspection	Service	-	1				$ 114,400	$ 114,400
Signal Maintenance	Service	-	1				$ 1,055,600	$ 1,055,600
Comms (PABX, Radio)	Service	-	1				$ 145,600	$ 145,600
Structures Inspection (Bridges and Track Structures)	Service	-	1				$ 1,087,320	$ 1,087,320
Station Cleaning and Maintenance	Service	-	1				$ 1,723,416	$ 1,723,416
Depot Maintenance	Service	-	1				$ 2,311,516	$ 2,311,516

Annual Firm Fixed Price (FFP) Proposal Form – Year 1 of Operations (In 2014 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	Year 1 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Rolling stock support equipment replacement plan	Major maint/cap	-	1				$ 100,000	$ 100,000
Track Inspection & Response	Service	-	1				$ 1,387,360	$ 1,387,360
Maintenance of Way (Planned Work)	Major maint/cap	-	1				$ 11,817,850	$ 11,817,850
Road Vehicles (equivalent lease rate)	Materials	-	1				$ 2,723,653	$ 2,723,653
Positive Train Control	Materials	-	1				$ -	$ -
Janitorial Services & Expenses	Service	-	1				$ 828,421	$ 828,421
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Engineering Services		**560**						**$ 83,442,545**
Environmental Services and Utilities								
Electricity	Utilities	-	1				$ 8,292,375	$ 8,292,375
Water/Sewerage	Utilities	-	1				$ 328,433	$ 328,433
Waste/Trash Removal	Service	-	1				$ 2,257,105	$ 2,257,105
Winterisation	Service	-	1				$ 288,601	$ 288,601
Gas	Utilities	-	1				$ 1,614,280	$ 1,614,280
Environmental Services	Service	-	1				$ 3,535,510	$ 3,535,510
Fuel	Utilities	-	1				$ 2,224,078	$ 2,224,078
Sub Total - Environmental Services and Utilities		**-**						**$ 18,540,381**
Station and Security - General								
Station Security	Service	-	1				$ -	$ -
Depot Security	Service	-	1				$ -	$ -
Spare	Spare							$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Station and Security - General		**-**						**$ -**
Sub Total - Net Annual Fee (before Profit)		**1,955**						**$ 295,176,940**
Profit								
Profit	Profit						$ -	$ -
Net Annual Fee							**Year 1:**	**$ 295,176,940**

Note: The "Net Annual Fee" includes Profit, but does not include Annual Allowances for Maintenance of Unused ROW, Snow Operations, Capital Support and IT Operations and Maintenance Costs. It is the responsibility of the Proposer to ensure that the "Net Annual Fee" amount is accurate and all-inclusive.

Annual Firm Fixed Price (FFP) Proposal Form – Year 2 of Operations (In 2015 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 2 Total $ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Admin/HR								
General Manager and Primary Direct Reports								
General Manager	Direct Labor	1	1	$ 322,962.13		20.0%		$ 387,548
Chief Engineer	Direct Labor	1	1	$ 199,159.98		17.8%		$ 234,590
Chief Transportation Officer	Direct Labor	1	1	$ 193,777.28		28.2%		$ 248,376
Customer Service Manager	Direct Labor	1	1	$ 230,808.65		25.0%		$ 288,470
Chief Mechanical Officer	Direct Labor	1	1	$ 200,277.43		26.7%		$ 253,688
Director - Finance, Accounting, and Administration	Direct Labor	1	1	$ 218,617.20		25.1%		$ 273,544
Manager - Safety	Direct Labor	1	1	$ 183,636.26		28.8%		$ 236,457
Manager - Quality	Direct Labor	1	1	$ 161,481.06		32.2%		$ 213,409
Legal and Compliance	Direct Labor	4	1	$ 141,842.00		31.5%		$ 746,339
Other Managers	Direct Labor	8	1	$ 123,938.81		36.3%		$ 1,351,232
Accounts/Payroll	Direct Labor	8	1	$ 74,993.15		45.9%		$ 875,490
IT, Data Analysis & Reporting	Direct Labor	14	1	$ 97,372.55		43.9%		$ 1,961,655
Planning and Performance Monitoring/Management	Direct Labor	3	1	$ 102,328.40		44.5%		$ 443,453
Sales/Marketing/Publicity	Direct Labor	-	1	$ -		-		$ -
Labor Relations / Equal Op & Div	Direct Labor	2	1	$ 98,449.08		45.9%		$ 287,308
Human Resources and Training & Qualification	Direct Labor	8	1	$ 84,436.40		42.8%		$ 964,364
Safety and Security	Direct Labor	7	1	$ 74,983.79		46.8%		$ 715,436
Claims Management	Direct Labor	2	1	$ 107,711.10		42.4%		$ 306,707
Contracts and Procurement	Direct Labor	6	1	$ 78,279.93		46.8%		$ 689,323
Environmental Engineering	Direct Labor	1	1	$ 84,961.65		50.2%		$ 127,651
Materials Management	Direct Labor	16	2,080	$ 26.13	$ 99,841	53.1%		$ 1,431,053
Accessibility	Direct Labor	1	1	$ 102,797.77		44.6%		$ 148,668
Clerical Support	Direct Labor	24	2,080	$ 26.25	$ 139,846	51.8%		$ 2,128,942
Claims and Insurance	Service	-	1				$ 2,973,571	$ 2,973,571
Legal & Professional Fees	Service	-	1				$ 1,246,960	$ 1,246,960
Office Supplies & Services	Service	-	1				$ 899,153	$ 899,153
Office Cleaning	Service	-	1				$ 73,106	$ 73,106
Telcoms	Service	-	1				$ -	$ -
Uniforms & Protective Clothing	Materials	-	1				$ 545,951	$ 545,951
Training	Service	-	1				$ 987,442	$ 987,442
Safety, Security and Quality	Service	-	1				$ 736,606	$ 736,606
Service Level Agreements contingency	Service	-	1				$ 1,882,500	$ 1,882,500
Sub Total - Admin/HR		**112**						**$ 23,658,991**
Stations, Retail and Public Information								
Management	Direct Labor	5	1	$ 77,571.80		34.8%		$ 522,833
Customer Service / Help Desk	Direct Labor	13	2,080	$ 26.05	$ 143,983	51.4%		$ 1,210,525
Announcements	Direct Labor	-	2,080	$ -	$ -	-		$ -
Ticketing and Retail	Direct Labor	22	2,080	$ 27.25	$ 248,362	47.5%		$ 2,088,084
Cashier	Direct Labor	4	2,080	$ 28.67	$ 40,874	42.2%		$ 380,126

Annual Firm Fixed Price (FFP) Proposal Form – Year 2 of Operations (In 2015 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 2 Total $ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Revenue Protection	Direct Labor	-	2,080	$ -	$ -	-		$ -
Cash Collection	Service	-	1				$ -	$ -
Marketing & Timetables	Service	-	1				$ 325,377	$ 325,377
Spare	Spare							$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Stations, Retail, Public Information		**44**						**$ 4,526,945**
Transportation Services								
Management	Direct Labor	4	1	$ 126,385.04		34.4%		$ 679,242
Superintendents & Chief Train Dispatcher	Direct Labor	4	1	$ 133,215.95		36.4%		$ 726,858
Rules Examiners	Direct Labor	3	1	$ 89,460.55		40.6%		$ 377,449
Engineers/Drivers	Direct Labor	165	2,080	$ 43.34	$ 5,340,757	34.4%		$ 25,303,463
Conductors	Direct Labor	167	2,080	$ 36.12	$ 4,608,734	39.5%		$ 22,107,856
Asst Conductors	Direct Labor	198	2,080	$ 34.49	$ 2,331,356	44.1%		$ 22,802,816
Trainee Drivers	Direct Labor	12	2,080	$ 40.83	$ 391,240	36.0%		$ 1,777,764
Crew Dispatcher	Direct Labor	38	2,080	$ 36.61	$ -	44.6%		$ 4,138,425
Train Dispatch / Trainmasters	Direct Labor	25	1	$ 94,435.26		46.6%		$ 3,461,902
Road Foremen / Block Operator	Direct Labor	13	2,080	$ 30.48	$ -	50.7%		$ 1,241,974
Train Crew Utilization/Rostering	Direct Labor	20	2,080	$ 34.19	$ -	46.3%		$ 2,080,210
Special Trains (60)	Direct Labor	-	2,080	$ -	$ -	-		$ -
On-Time Performance contingency	Service	-	1				$ 1,709,444	$ 1,709,444
Non On-Time Performance contingency	Service	-	1				$ 765,947	$ 765,947
Sub Total - Transportation Services		**648**						**$ 87,173,349**
Mechanical Services								
Management incl Superintendents	Direct Labor	19	1	$ 112,900.85		37.8%		$ 2,955,507
Technical Services, Quality, Special Projects	Direct Labor	11	1	$ 88,613.80		40.7%		$ 1,371,141
Fitters/Mechanics	Direct Labor	206	2,080	$ 28.13	$ 5,769,954	44.3%		$ 23,136,920
Electricians	Direct Labor	118	2,080	$ 29.36	$ 3,734,382	42.7%		$ 14,015,548
Foremen	Direct Labor	66	2,080	$ 32.67	$ 2,131,615	41.0%		$ 8,453,769
Laborer/Other	Direct Labor	40	2,080	$ 24.27	$ 1,150,706	47.6%		$ 4,130,601
Cleaning	Direct Labor	103	2,080	$ 20.87	$ 2,339,479	52.6%		$ 9,162,699
Locos	Materials	-	1				$ 6,371,971	$ 6,371,971
Control Trailers	Materials	-	1				$ 2,245,145	$ 2,245,145
Trailers	Materials	-	1				$ 5,775,839	$ 5,775,839
Non-Revenue Fleet	Materials	-	1				$ 1,379,499	$ 1,379,499
Mid-life Overhauls of Traction Motors	Service	-	1				$ -	$ -
Corrective Work	Service	-	1				$ -	$ -
Mechanical Sheet Metal Worker	Direct Labor	28	2,080	$ 28.28	$ -	50.7%	$ -	$ 2,482,925
Spare	Spare							$ -
Spare	Spare							$ -

Annual Firm Fixed Price (FFP) Proposal Form – Year 2 of Operations (In 2015 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 2 Total $ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Sub Total - Mechanical Services		**591**						**$ 81,481,566**
Engineering Services								
Management								
Senior / Asst Chief Engineers	Direct Labor	5	1	$ 117,870.00		39.9%		$ 824,563
Force Account - Construction, Project Management	Direct Labor	-	1	$ -		-		$ -
Surveys, Track Geom, Plans & Docs	Direct Labor	5	1	$ 87,805.00		49.0%		$ 654,266
Track and Work Equipment	Direct Labor	8	1	$ 86,654.23		48.5%		$ 1,029,714
Communications & Signalling	Direct Labor	16	1	$ 93,409.55		42.9%		$ 2,135,929
Bridges, Buildings & Structures	Direct Labor	6	1	$ 85,611.75		45.9%		$ 749,536
Facilities	Direct Labor	3	1	$ 87,740.56		41.0%		$ 371,052
Administration	Direct Labor	3	1	$ 75,464.77		44.7%		$ 327,489
Trackman / Laborer	Direct Labor	56	2,080	$ 26.32	$ 754,363	47.1%		$ 5,284,283
Asst Foreman Track	Direct Labor	36	2,080	$ 28.81	$ 916,271	44.6%		$ 4,010,978
Foreman Track	Direct Labor	27	2,080	$ 31.15	$ 867,662	42.4%		$ 3,359,768
Foreman II	Direct Labor	17	2,080	$ 34.21	$ 527,064	40.3%		$ 2,224,451
Welding Foreman	Direct Labor	3	2,080	$ 31.03	$ 72,149	44.0%		$ 351,035
Welders	Direct Labor	18	2,080	$ 29.13	$ 338,000	46.5%		$ 1,935,846
Work Equipment Operator	Direct Labor	22	2,080	$ 28.76	$ 614,401	44.7%		$ 2,538,998
Signal Inspector	Direct Labor	17	2,080	$ 36.17	$ 370,054	41.6%		$ 2,181,146
Electrical/ Electronic Technician	Direct Labor	26	2,080	$ 32.02	$ 510,242	42.7%		$ 2,984,802
Roadway Mechanic	Direct Labor	4	2,080	$ 32.61	$ 80,872	43.9%		$ 471,298
Truck Driver	Direct Labor	21	2,080	$ 25.95	$ 509,413	47.5%		$ 2,198,509
B&B Mechanic	Direct Labor	57	2,080	$ 28.57	$ 1,146,309	46.1%		$ 6,095,540
B&B Foreman	Direct Labor	26	2,080	$ 31.84	$ 815,055	42.2%		$ 3,263,144
Watchman	Direct Labor	10	2,080	$ 24.42	$ 121,259	49.6%		$ 881,233
Machinist	Direct Labor	29	2,080	$ 28.00	$ 687,988	44.3%		$ 3,125,043
Electrician	Direct Labor	22	2,080	$ 30.60	$ 344,735	43.9%		$ 2,359,867
Sheet Metal Worker	Direct Labor	15	2,080	$ 27.77	$ 145,683	50.2%		$ 1,446,924
Asst Foreman NY	Direct Labor	5	2,080	$ 33.00	$ 165,747	40.9%		$ 649,471
Night Test Foreman	Direct Labor	2	2,080	$ 37.72	$ 42,465	40.6%		$ 263,062
Signal Maintainer	Direct Labor	63	2,080	$ 30.20	$ 291,726	49.1%		$ 6,195,818
Signal Operations	Direct Labor	23	2,080	$ 28.23	$ 341,511	45.9%		$ 2,311,512
Drawbridge Operations	Direct Labor	9	2,080	$ 26.58	$ 204,371	47.4%		$ 937,711
Radio System Maintenance	Direct Labor	5	2,080	$ 35.23	$ 67,248	43.8%		$ 593,995
Signaling Inspection	Service	-	1				$ 118,976	$ 118,976
Signal Maintenance	Service	-	1				$ 1,097,824	$ 1,097,824
Comms (PABX, Radio)	Service	-	1				$ 151,424	$ 151,424
Structures Inspection (Bridges and Track Structures)	Service	-	1				$ 1,130,813	$ 1,130,813
Station Cleaning and Maintenance	Service	-	1				$ 1,768,871	$ 1,768,871
Depot Maintenance	Service	-	1				$ 1,965,397	$ 1,965,397

Annual Firm Fixed Price (FFP) Proposal Form – Year 2 of Operations (In 2015 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 2 Total $ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Rolling stock support equipment replacement plan	Major maint/cap	-	1				$ 100,000	$ 100,000
Track Inspection & Response	Service	-	1				$ 1,393,101	$ 1,393,101
Maintenance of Way (Planned Work)	Major maint/cap	-	1				$ 12,286,564	$ 12,286,564
Road Vehicles (equivalent lease rate)	Materials	-	1				$ 2,267,595	$ 2,267,595
Positive Train Control	Materials	-	1				$ -	$ -
Janitorial Services & Expenses	Service	-	1				$ 847,889	$ 847,889
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Engineering Services		**560**						**$ 84,885,437**
Environmental Services and Utilities								
Electricity	Utilities	-	1				$ 8,582,608	$ 8,582,608
Water/Sewerage	Utilities	-	1				$ 339,928	$ 339,928
Waste/Trash Removal	Service	-	1				$ 2,354,222	$ 2,354,222
Winterisation	Service	-	1				$ 295,383	$ 295,383
Gas	Utilities	-	1				$ 1,670,779	$ 1,670,779
Environmental Services	Service	-	1				$ 3,451,332	$ 3,451,332
Fuel	Utilities	-	1				$ 2,325,776	$ 2,325,776
Sub Total - Environmental Services and Utilities		**-**						**$ 19,020,029**
Station and Security - General								
Station Security	Service	-	1				$ -	$ -
Depot Security	Service	-	1				$ -	$ -
Spare	Spare							$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Station and Security - General		**-**						**$ -**
Sub Total - Net Annual Fee (before Profit)		**1,954**						**$ 300,746,317**
Profit								
Profit	Profit						$ 10,677,492	$ 10,677,492
Net Annual Fee							**Year 2:**	**$ 311,423,810**

Note: The "Net Annual Fee" includes Profit, but does not include Annual Allowances for Maintenance of Unused ROW, Snow Operations, Capital Support and IT Operations and Maintenance Costs. It is the responsibility of the Proposer to ensure that the "Net Annual Fee" amount is accurate and all-inclusive.

Annual Firm Fixed Price (FFP) Proposal Form – Year 3 of Operations (In 2016 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 3 Total $ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Admin/HR								
General Manager and Primary Direct Reports								
General Manager	Direct Labor	1	1	$ 331,036.18		20.3%		$ 398,084
Chief Engineer	Direct Labor	1	1	$ 204,138.98		17.8%		$ 240,565
Chief Transportation Officer	Direct Labor	1	1	$ 198,621.71		28.6%		$ 255,415
Customer Service Manager	Direct Labor	1	1	$ 236,578.87		25.3%		$ 296,512
Chief Mechanical Officer	Direct Labor	1	1	$ 205,284.36		27.1%		$ 260,904
Director - Finance, Accounting, and Administration	Direct Labor	1	1	$ 224,082.63		25.5%		$ 281,256
Manager - Safety	Direct Labor	1	1	$ 188,227.17		29.2%		$ 243,223
Manager - Quality	Direct Labor	1	1	$ 165,518.09		32.7%		$ 219,574
Legal and Compliance	Direct Labor	4	1	$ 145,388.05		32.0%		$ 767,540
Other Managers	Direct Labor	8	1	$ 127,037.28		36.8%		$ 1,390,783
Accounts/Payroll	Direct Labor	8	1	$ 76,867.98		46.7%		$ 902,335
IT, Data Analysis & Reporting	Direct Labor	14	1	$ 99,806.87		44.7%		$ 2,021,265
Planning and Performance Monitoring/Management	Direct Labor	3	1	$ 104,886.61		45.2%		$ 456,955
Sales/Marketing/Publicity	Direct Labor	-	1	$ -		-		$ -
Labor Relations / Equal Op & Div	Direct Labor	2	1	$ 100,910.31		46.7%		$ 296,050
Human Resources and Training & Qualification	Direct Labor	8	1	$ 86,547.31		43.5%		$ 993,519
Safety and Security	Direct Labor	7	1	$ 76,858.39		47.6%		$ 737,475
Claims Management	Direct Labor	2	1	$ 110,403.88		43.1%		$ 316,017
Contracts and Procurement	Direct Labor	6	1	$ 80,236.93		47.6%		$ 710,686
Environmental Engineering	Direct Labor	1	1	$ 87,085.69		51.2%		$ 131,638
Materials Management	Direct Labor	16	2,080	$ 27.00	$ 103,832	54.1%		$ 1,488,253
Accessibility	Direct Labor	1	1	$ 105,367.71		45.4%		$ 153,182
Clerical Support	Direct Labor	24	2,080	$ 26.96	$ 133,985	53.1%		$ 2,192,824
Claims and Insurance	Service	-	1				$ 3,046,460	$ 3,046,460
Legal & Professional Fees	Service	-	1				$ 1,267,043	$ 1,267,043
Office Supplies & Services	Service	-	1				$ 918,896	$ 918,896
Office Cleaning	Service	-	1				$ 74,824	$ 74,824
Telcoms	Service	-	1				$ -	$ -
Uniforms & Protective Clothing	Materials	-	1				$ 558,753	$ 558,753
Training	Service	-	1				$ 1,006,424	$ 1,006,424
Safety, Security and Quality	Service	-	1				$ 212,492	$ 212,492
Service Level Agreements contingency	Service	-	1				$ 1,882,500	$ 1,882,500
Sub Total - Admin/HR		**111**						**$ 23,721,447**
Stations, Retail and Public Information								
Management	Direct Labor	5	1	$ 79,511.10		35.2%		$ 537,357
Customer Service / Help Desk	Direct Labor	13	2,080	$ 26.97	$ 149,941	52.3%		$ 1,260,613
Announcements	Direct Labor	-	2,080	$ -	$ -	-		$ -
Ticketing and Retail	Direct Labor	22	2,080	$ 28.42	$ 260,008	48.1%		$ 2,185,997
Cashier	Direct Labor	4	2,080	$ 29.53	$ 42,322	43.0%		$ 393,594

Annual Firm Fixed Price (FFP) Proposal Form – Year 3 of Operations (In 2016 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 3 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Revenue Protection	Direct Labor	-	2,080	$ -	$ -	-		$ -
Cash Collection	Service	-	1				$ -	$ -
Marketing & Timetables	Service	-	1				$ 333,024	$ 333,024
Spare	Spare							$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Stations, Retail, Public Information		**44**						**$ 4,710,583**
Transportation Services								
Management	Direct Labor	4	1	$ 129,544.66		34.9%		$ 698,839
Superintendents & Chief Train Dispatcher	Direct Labor	4	1	$ 136,546.35		37.0%		$ 748,343
Rules Examiners	Direct Labor	3	1	$ 91,697.07		41.2%		$ 388,545
Engineers/Drivers	Direct Labor	165	2,080	$ 44.58	$ 5,058,083	35.4%		$ 25,753,060
Conductors	Direct Labor	166	2,080	$ 37.18	$ 4,331,182	40.7%		$ 22,346,484
Asst Conductors	Direct Labor	195	2,080	$ 36.11	$ 2,152,795	44.8%		$ 23,378,041
Trainee Drivers	Direct Labor	12	2,080	$ 42.05	$ 364,723	37.3%		$ 1,805,404
Crew Dispatcher	Direct Labor	37	2,080	$ 37.50	$ -	45.5%		$ 4,200,343
Train Dispatch / Trainmasters	Direct Labor	25	1	$ 96,796.14		47.4%		$ 3,567,708
Road Foremen / Block Operator	Direct Labor	13	2,080	$ 31.39	$ -	51.7%		$ 1,287,849
Train Crew Utilization/Rostering	Direct Labor	20	2,080	$ 35.48	$ -	46.9%		$ 2,168,798
Special Trains (60)	Direct Labor	-	2,080	$ -	$ -	-		$ -
On-Time Performance contingency	Service	-	1				$ 1,333,639	$ 1,333,639
Non On-Time Performance contingency	Service	-	1				$ 711,485	$ 711,485
Sub Total - Transportation Services		**644**						**$ 88,388,537**
Mechanical Services								
Management incl Superintendents	Direct Labor	19	1	$ 115,723.38		38.3%		$ 3,041,931
Technical Services, Quality, Special Projects	Direct Labor	11	1	$ 90,829.15		41.3%		$ 1,411,306
Fitters/Mechanics	Direct Labor	203	2,080	$ 29.00	$ 5,952,543	45.0%		$ 23,747,281
Electricians	Direct Labor	117	2,080	$ 30.25	$ 3,761,665	43.5%		$ 14,335,747
Foremen	Direct Labor	66	2,080	$ 33.67	$ 2,162,104	41.8%		$ 8,716,364
Laborer/Other	Direct Labor	40	2,080	$ 25.12	$ 1,219,779	48.2%		$ 4,317,597
Cleaning	Direct Labor	103	2,080	$ 21.94	$ 2,291,708	53.7%		$ 9,513,828
Locos	Materials	-	1				$ 6,593,166	$ 6,593,166
Control Trailers	Materials	-	1				$ 2,381,137	$ 2,381,137
Trailers	Materials	-	1				$ 6,192,162	$ 6,192,162
Non-Revenue Fleet	Materials	-	1				$ 1,433,731	$ 1,433,731
Mid-life Overhauls of Traction Motors	Service	-	1				$ -	$ -
Corrective Work	Service	-	1				$ -	$ -
Mechanical Sheet Metal Worker	Direct Labor	27	2,080	$ 29.13	$ -	51.7%	$ -	$ 2,489,226
Spare	Spare							$ -
Spare	Spare							$ -

Annual Firm Fixed Price (FFP) Proposal Form – Year 3 of Operations (In 2016 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 3 Total $ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Sub Total - Mechanical Services		**587**						**$ 84,173,476**
Engineering Services								
Management								
Senior / Asst Chief Engineers	Direct Labor	5	1	$ 120,816.75		40.6%		$ 849,302
Force Account - Construction, Project Management	Direct Labor	-	1	$ -		-		$ -
Surveys, Track Geom, Plans & Docs	Direct Labor	5	1	$ 90,000.13		49.9%		$ 674,628
Track and Work Equipment	Direct Labor	8	1	$ 88,820.58		49.5%		$ 1,061,991
Communications & Signalling	Direct Labor	16	1	$ 95,744.79		43.6%		$ 2,200,141
Bridges, Buildings & Structures	Direct Labor	6	1	$ 87,752.04		46.7%		$ 772,334
Facilities	Direct Labor	3	1	$ 89,934.07		41.6%		$ 382,040
Administration	Direct Labor	3	1	$ 77,351.38		45.4%		$ 337,334
Trackman / Laborer	Direct Labor	56	2,080	$ 27.05	$ 688,302	48.5%		$ 5,390,461
Asst Foreman Track	Direct Labor	36	2,080	$ 29.65	$ 916,522	45.6%		$ 4,126,636
Foreman Track	Direct Labor	27	2,080	$ 31.99	$ 862,998	43.4%		$ 3,440,825
Foreman II	Direct Labor	17	2,080	$ 35.19	$ 528,654	41.3%		$ 2,286,225
Welding Foreman	Direct Labor	3	2,080	$ 31.92	$ 71,397	45.1%		$ 360,359
Welders	Direct Labor	18	2,080	$ 29.87	$ 330,587	47.7%		$ 1,982,867
Work Equipment Operator	Direct Labor	22	2,080	$ 29.57	$ 606,968	45.8%		$ 2,600,448
Signal Inspector	Direct Labor	17	2,080	$ 37.21	$ 352,234	42.8%		$ 2,230,817
Electrical/ Electronic Technician	Direct Labor	26	2,080	$ 32.98	$ 485,495	43.8%		$ 3,053,389
Roadway Mechanic	Direct Labor	4	2,080	$ 33.54	$ 73,381	45.3%		$ 478,799
Truck Driver	Direct Labor	21	2,080	$ 26.65	$ 493,511	49.0%		$ 2,246,141
B&B Mechanic	Direct Labor	57	2,080	$ 29.42	$ 1,145,099	47.2%		$ 6,277,904
B&B Foreman	Direct Labor	26	2,080	$ 32.62	$ 808,845	43.2%		$ 3,335,410
Watchman	Direct Labor	10	2,080	$ 25.16	$ 110,727	51.1%		$ 901,700
Machinist	Direct Labor	29	2,080	$ 28.67	$ 653,140	45.7%		$ 3,173,001
Electrician	Direct Labor	22	2,080	$ 31.52	$ 341,149	44.9%		$ 2,430,546
Sheet Metal Worker	Direct Labor	14	2,080	$ 28.58	$ 214,583	49.7%		$ 1,482,490
Asst Foreman NY	Direct Labor	5	2,080	$ 33.99	$ 163,437	42.0%		$ 665,488
Night Test Foreman	Direct Labor	2	2,080	$ 38.85	$ 41,014	41.6%		$ 269,861
Signal Maintainer	Direct Labor	63	2,080	$ 31.10	$ 221,663	50.4%		$ 6,353,153
Signal Operations	Direct Labor	23	2,080	$ 29.03	$ 312,233	47.2%		$ 2,357,290
Drawbridge Operations	Direct Labor	9	2,080	$ 27.35	$ 212,242	48.3%		$ 971,670
Radio System Maintenance	Direct Labor	5	2,080	$ 36.28	$ 63,596	44.8%		$ 610,011
Signaling Inspection	Service	-	1				$ 123,735	$ 123,735
Signal Maintenance	Service	-	1				$ 1,141,737	$ 1,141,737
Comms (PABX, Radio)	Service	-	1				$ 157,481	$ 157,481
Structures Inspection (Bridges and Track Structures)	Service	-	1				$ 1,176,045	$ 1,176,045
Station Cleaning and Maintenance	Service	-	1				$ 1,815,548	$ 1,815,548
Depot Maintenance	Service	-	1				$ 1,916,211	$ 1,916,211
Rolling stock support equipment replacement plan	Major maint/cap	-	1				$ 100,000	$ 100,000

Annual Firm Fixed Price (FFP) Proposal Form – Year 3 of Operations (In 2016 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 3 Total $ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Track Inspection & Response	Service	-	1				$ 1,448,825	$ 1,448,825
Maintenance of Way (Planned Work)	Major maint/cap	-	1				$ 12,774,026	$ 12,774,026
Road Vehicles (equivalent lease rate)	Materials	-	1				$ 1,945,951	$ 1,945,951
Positive Train Control	Materials	-	1				$ -	$ -
Janitorial Services & Expenses	Service	-	1				$ 867,814	$ 867,814
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Engineering Services		**559**						**$ 86,770,633**
Environmental Services and Utilities								
Electricity	Utilities	-	1				$ 8,882,999	$ 8,882,999
Water/Sewerage	Utilities	-	1				$ 351,825	$ 351,825
Waste/Trash Removal	Service	-	1				$ 2,455,605	$ 2,455,605
Winterisation	Service	-	1				$ 302,325	$ 302,325
Gas	Utilities	-	1				$ 1,729,257	$ 1,729,257
Environmental Services	Service	-	1				$ 3,578,903	$ 3,578,903
Fuel	Utilities	-	1				$ 2,436,417	$ 2,436,417
Sub Total - Environmental Services and Utilities		**-**						**$ 19,737,331**
Station and Security - General								
Station Security	Service	-	1				$ -	$ -
Depot Security	Service	-	1				$ -	$ -
Spare	Spare							$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Station and Security - General		**-**						**$ -**
Sub Total - Net Annual Fee (before Profit)		**1,944**						**$ 307,502,007**
Profit								
Profit	Profit						$ 10,930,502	$ 10,930,502
Net Annual Fee							**Year 3:**	**$ 318,432,509**

Note: The "Net Annual Fee" includes Profit, but does not include Annual Allowances for Maintenance of Unused ROW, Snow Operations, Capital Support and IT Operations and Maintenance Costs. It is the responsibility of the Proposer to ensure that the "Net Annual Fee" amount is accurate and all-inclusive.

Annual Firm Fixed Price (FFP) Proposal Form – Year 4 of Operations (In 2017 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 4 Total $ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Admin/HR								
General Manager and Primary Direct Reports								
General Manager	Direct Labor	1	1	$ 339,312.08		20.5%		$ 408,926
Chief Engineer	Direct Labor	1	1	$ 209,242.45		17.9%		$ 246,690
Chief Transportation Officer	Direct Labor	1	1	$ 203,587.25		29.0%		$ 262,672
Customer Service Manager	Direct Labor	1	1	$ 242,493.34		25.7%		$ 304,796
Chief Mechanical Officer	Direct Labor	1	1	$ 210,416.47		27.5%		$ 268,341
Director - Finance, Accounting, and Administration	Direct Labor	1	1	$ 229,684.70		25.9%		$ 289,203
Manager - Safety	Direct Labor	1	1	$ 192,932.85		29.7%		$ 250,198
Manager - Quality	Direct Labor	1	1	$ 169,656.04		33.2%		$ 225,935
Legal and Compliance	Direct Labor	4	1	$ 149,022.76		32.4%		$ 789,392
Other Managers	Direct Labor	7	1	$ 116,499.66		40.3%		$ 1,144,444
Accounts/Payroll	Direct Labor	8	1	$ 78,789.68		47.6%		$ 930,091
IT, Data Analysis & Reporting	Direct Labor	14	1	$ 102,302.04		45.4%		$ 2,082,890
Planning and Performance Monitoring/Management	Direct Labor	3	1	$ 107,508.77		46.0%		$ 470,917
Sales/Marketing/Publicity	Direct Labor	-	1	$ -		-		$ -
Labor Relations / Equal Op & Div	Direct Labor	2	1	$ 103,433.07		47.5%		$ 305,091
Human Resources and Training & Qualification	Direct Labor	8	1	$ 88,710.99		44.2%		$ 1,023,644
Safety and Security	Direct Labor	7	1	$ 78,779.85		48.5%		$ 760,263
Claims Management	Direct Labor	2	1	$ 113,163.97		43.9%		$ 325,640
Contracts and Procurement	Direct Labor	6	1	$ 82,242.85		48.5%		$ 732,784
Environmental Engineering	Direct Labor	1	1	$ 89,262.83		52.1%		$ 135,765
Materials Management	Direct Labor	16	2,080	$ 27.76	$ 107,575	55.2%		$ 1,541,901
Accessibility	Direct Labor	1	1	$ 108,001.90		46.2%		$ 157,850
Clerical Support	Direct Labor	24	2,080	$ 27.75	$ 134,803	54.2%		$ 2,271,315
Claims and Insurance	Service	-	1				$ 3,122,329	$ 3,122,329
Legal & Professional Fees	Service	-	1				$ 1,287,613	$ 1,287,613
Office Supplies & Services	Service	-	1				$ 936,642	$ 936,642
Office Cleaning	Service	-	1				$ 76,582	$ 76,582
Telcoms	Service	-	1				$ -	$ -
Uniforms & Protective Clothing	Materials	-	1				$ 572,303	$ 572,303
Training	Service	-	1				$ 1,025,286	$ 1,025,286
Safety, Security and Quality	Service	-	1				$ 275,629	$ 275,629
Service Level Agreements contingency	Service	-	1				$ 1,405,833	$ 1,405,833
Sub Total - Admin/HR		**110**						**$ 23,630,964**
Stations, Retail and Public Information								
Management	Direct Labor	5	1	$ 81,498.87		35.5%		$ 552,301
Customer Service / Help Desk	Direct Labor	13	2,080	$ 27.64	$ 154,915	53.5%		$ 1,302,434
Announcements	Direct Labor	-	2,080	$ -	$ -	-		$ -
Ticketing and Retail	Direct Labor	22	2,080	$ 29.30	$ 269,704	49.0%		$ 2,267,507
Cashier	Direct Labor	4	2,080	$ 30.27	$ 43,644	43.8%		$ 405,886

Annual Firm Fixed Price (FFP) Proposal Form – Year 4 of Operations (In 2017 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 4 Total $ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Revenue Protection	Direct Labor	-	2,080	$ -	$ -	-		$ -
Cash Collection	Service	-	1				$ -	$ -
Marketing & Timetables	Service	-	1				$ 340,850	$ 340,850
Spare	Spare							$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Stations, Retail, Public Information		**44**						**$ 4,868,979**
Transportation Services								
Management	Direct Labor	4	1	$ 132,783.28		35.4%		$ 719,048
Superintendents & Chief Train Dispatcher	Direct Labor	4	1	$ 139,960.01		37.6%		$ 770,528
Rules Examiners	Direct Labor	3	1	$ 93,989.49		41.9%		$ 399,998
Engineers/Drivers	Direct Labor	163	2,080	$ 45.55	$ 4,679,433	36.7%		$ 25,844,459
Conductors	Direct Labor	164	2,080	$ 38.02	$ 4,016,573	42.2%		$ 22,480,453
Asst Conductors	Direct Labor	193	2,080	$ 37.53	$ 1,957,869	45.7%		$ 23,918,813
Trainee Drivers	Direct Labor	12	2,080	$ 43.08	$ 334,136	38.7%		$ 1,825,425
Crew Dispatcher	Direct Labor	37	2,080	$ 38.49	$ -	46.5%		$ 4,338,190
Train Dispatch / Trainmasters	Direct Labor	25	1	$ 99,216.04		48.2%		$ 3,677,132
Road Foremen / Block Operator	Direct Labor	13	2,080	$ 32.18	$ -	52.9%		$ 1,330,352
Train Crew Utilization/Rostering	Direct Labor	20	2,080	$ 36.24	$ -	48.0%		$ 2,231,754
Special Trains (60)	Direct Labor	-	2,080	$ -	$ -	-		$ -
On-Time Performance contingency	Service	-	1				$ 1,287,551	$ 1,287,551
Non On-Time Performance contingency	Service	-	1				$ 723,440	$ 723,440
Sub Total - Transportation Services		**639**						**$ 89,547,141**
Mechanical Services								
Management incl Superintendents	Direct Labor	19	1	$ 118,616.46		38.9%		$ 3,131,122
Technical Services, Quality, Special Projects	Direct Labor	11	1	$ 93,099.87		41.9%		$ 1,452,753
Fitters/Mechanics	Direct Labor	202	2,080	$ 29.74	$ 5,946,429	46.1%		$ 24,189,117
Electricians	Direct Labor	117	2,080	$ 31.00	$ 3,674,725	44.7%		$ 14,556,109
Foremen	Direct Labor	65	2,080	$ 34.45	$ 2,244,216	42.5%		$ 8,914,727
Laborer/Other	Direct Labor	40	2,080	$ 25.85	$ 1,259,978	49.2%		$ 4,468,694
Cleaning	Direct Labor	103	2,080	$ 22.81	$ 2,131,034	55.4%		$ 9,728,438
Locos	Materials	-	1				$ 6,823,672	$ 6,823,672
Control Trailers	Materials	-	1				$ 2,435,848	$ 2,435,848
Trailers	Materials	-	1				$ 6,294,902	$ 6,294,902
Non-Revenue Fleet	Materials	-	1				$ 1,490,098	$ 1,490,098
Mid-life Overhauls of Traction Motors	Service	-	1				$ -	$ -
Corrective Work	Service	-	1				$ -	$ -
Mechanical Sheet Metal Worker	Direct Labor	25	2,080	$ 29.86	$ 26,492	52.3%	$ -	$ 2,423,574
Spare	Spare							$ -
Spare	Spare							$ -

Annual Firm Fixed Price (FFP) Proposal Form – Year 4 of Operations (In 2017 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 4 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Sub Total - Mechanical Services		**582**						**$ 85,909,055**
Engineering Services								
Management								
Senior / Asst Chief Engineers	Direct Labor	5	1	$ 123,837.17		41.3%		$ 874,864
Force Account - Construction, Project Management	Direct Labor	-	1	$ -		-		$ -
Surveys, Track Geom, Plans & Docs	Direct Labor	5	1	$ 92,250.13		50.8%		$ 695,700
Track and Work Equipment	Direct Labor	8	1	$ 91,041.10		50.4%		$ 1,095,398
Communications & Signalling	Direct Labor	16	1	$ 98,138.41		44.3%		$ 2,266,479
Bridges, Buildings & Structures	Direct Labor	6	1	$ 89,945.84		47.5%		$ 795,902
Facilities	Direct Labor	3	1	$ 92,182.42		42.2%		$ 393,382
Administration	Direct Labor	3	1	$ 79,285.17		46.1%		$ 347,505
Trackman / Laborer	Direct Labor	56	2,080	$ 27.68	$ 631,668	50.1%		$ 5,493,031
Asst Foreman Track	Direct Labor	36	2,080	$ 30.30	$ 916,007	46.8%		$ 4,230,066
Foreman Track	Direct Labor	27	2,080	$ 32.66	$ 861,243	44.6%		$ 3,514,509
Foreman II	Direct Labor	17	2,080	$ 36.03	$ 521,430	42.5%		$ 2,336,558
Welding Foreman	Direct Labor	3	2,080	$ 32.68	$ 70,143	46.3%		$ 368,473
Welders	Direct Labor	18	2,080	$ 30.48	$ 304,352	49.4%		$ 2,009,490
Work Equipment Operator	Direct Labor	22	2,080	$ 30.21	$ 597,872	47.1%		$ 2,644,779
Signal Inspector	Direct Labor	17	2,080	$ 38.10	$ 326,399	44.0%		$ 2,266,987
Electrical/ Electronic Technician	Direct Labor	26	2,080	$ 33.81	$ 416,261	45.4%		$ 3,079,724
Roadway Mechanic	Direct Labor	4	2,080	$ 33.00	$ 48,249	48.8%		$ 456,692
Truck Driver	Direct Labor	21	2,080	$ 27.23	$ 479,811	50.5%		$ 2,289,824
B&B Mechanic	Direct Labor	57	2,080	$ 30.13	$ 1,003,662	49.0%		$ 6,327,651
B&B Foreman	Direct Labor	26	2,080	$ 33.23	$ 728,038	45.0%		$ 3,333,740
Watchman	Direct Labor	10	2,080	$ 25.79	$ 102,614	52.7%		$ 921,939
Machinist	Direct Labor	29	2,080	$ 29.10	$ 590,988	47.6%		$ 3,181,617
Electrician	Direct Labor	22	2,080	$ 32.30	$ 271,948	46.7%		$ 2,440,044
Sheet Metal Worker	Direct Labor	14	2,080	$ 29.28	$ 194,357	51.3%		$ 1,484,506
Asst Foreman NY	Direct Labor	5	2,080	$ 34.84	$ 163,869	43.1%		$ 682,392
Night Test Foreman	Direct Labor	2	2,080	$ 39.82	$ 35,594	43.3%		$ 272,977
Signal Maintainer	Direct Labor	63	2,080	$ 31.88	$ 76,545	52.3%		$ 6,414,153
Signal Operations	Direct Labor	23	2,080	$ 29.72	$ 248,938	49.2%		$ 2,370,178
Drawbridge Operations	Direct Labor	9	2,080	$ 28.02	$ 219,126	49.4%		$ 1,002,695
Radio System Maintenance	Direct Labor	5	2,080	$ 37.19	$ 43,784	46.7%		$ 610,995
Signaling Inspection	Service	-	1				$ 128,684	$ 128,684
Signal Maintenance	Service	-	1				$ 1,187,406	$ 1,187,406
Comms (PABX, Radio)	Service	-	1				$ 163,780	$ 163,780
Structures Inspection (Bridges and Track Structures)	Service	-	1				$ 1,252,334	$ 1,252,334
Station Cleaning and Maintenance	Service	-	1				$ 1,863,563	$ 1,863,563
Depot Maintenance	Service	-	1				$ 1,970,476	$ 1,970,476
Rolling stock support equipment replacement plan	Major maint/cap	-	1				$ 100,000	$ 100,000

Annual Firm Fixed Price (FFP) Proposal Form – Year 4 of Operations (In 2017 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 4 Total $ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Track Inspection & Response	Service	-	1				$ 1,506,778	$ 1,506,778
Maintenance of Way (Planned Work)	Major maint/cap	-	1				$ 13,280,987	$ 13,280,987
Road Vehicles (equivalent lease rate)	Materials	-	1				$ 1,942,215	$ 1,942,215
Positive Train Control	Materials	-	1				$ -	$ -
Janitorial Services & Expenses	Service	-	1				$ 888,208	$ 888,208
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Engineering Services		**558**						**$ 88,486,681**
Environmental Services and Utilities								
Electricity	Utilities	-	1				$ 9,193,904	$ 9,193,904
Water/Sewerage	Utilities	-	1				$ 364,139	$ 364,139
Waste/Trash Removal	Service	-	1				$ 2,561,443	$ 2,561,443
Winterisation	Service	-	1				$ 309,429	$ 309,429
Gas	Utilities	-	1				$ 1,789,781	$ 1,789,781
Environmental Services	Service	-	1				$ 3,482,025	$ 3,482,025
Fuel	Utilities	-	1				$ 2,551,638	$ 2,551,638
Sub Total - Environmental Services and Utilities		**-**						**$ 20,252,359**
Station and Security - General								
Station Security	Service	-	1				$ -	$ -
Depot Security	Service	-	1				$ -	$ -
Spare	Spare							$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Station and Security - General		**-**						**$ -**
Sub Total - Net Annual Fee (before Profit)		**1,934**						**$ 312,695,179**
Profit								
Profit	Profit						$ 11,116,315	$ 11,116,315
Net Annual Fee							**Year 4:**	**$ 323,811,494**

Note: The "Net Annual Fee" includes Profit, but does not include Annual Allowances for Maintenance of Unused ROW, Snow Operations, Capital Support and IT Operations and Maintenance Costs. It is the responsibility of the Proposer to ensure that the "Net Annual Fee" amount is accurate and all-inclusive.

Annual Firm Fixed Price (FFP) Proposal Form – Year 5 of Operations (In 2018 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 5 Total $ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Admin/HR								
General Manager and Primary Direct Reports								
General Manager	Direct Labor	1	1	$ 347,794.88		20.8%		$ 420,081
Chief Engineer	Direct Labor	1	1	$ 214,473.51		17.9%		$ 252,967
Chief Transportation Officer	Direct Labor	1	1	$ 208,676.93		29.5%		$ 270,154
Customer Service Manager	Direct Labor	1	1	$ 248,555.68		26.1%		$ 313,331
Chief Mechanical Officer	Direct Labor	1	1	$ 215,676.88		28.0%		$ 276,008
Director - Finance, Accounting, and Administration	Direct Labor	1	1	$ 235,426.82		26.3%		$ 297,391
Manager - Safety	Direct Labor	1	1	$ 197,756.17		30.2%		$ 257,392
Manager - Quality	Direct Labor	1	1	$ 173,897.44		33.7%		$ 232,499
Legal and Compliance	Direct Labor	4	1	$ 152,748.33		32.9%		$ 811,920
Other Managers	Direct Labor	7	1	$ 119,412.15		41.0%		$ 1,178,495
Accounts/Payroll	Direct Labor	8	1	$ 80,759.42		48.4%		$ 958,794
IT, Data Analysis & Reporting	Direct Labor	14	1	$ 104,859.59		46.2%		$ 2,146,609
Planning and Performance Monitoring/Management	Direct Labor	3	1	$ 110,196.49		46.8%		$ 485,356
Sales/Marketing/Publicity	Direct Labor	-	1	$ -		-		$ -
Labor Relations / Equal Op & Div	Direct Labor	2	1	$ 106,018.89		48.3%		$ 314,444
Human Resources and Training & Qualification	Direct Labor	8	1	$ 90,928.76		45.0%		$ 1,054,776
Safety and Security	Direct Labor	7	1	$ 80,749.35		49.3%		$ 783,834
Claims Management	Direct Labor	2	1	$ 115,993.07		44.7%		$ 335,590
Contracts and Procurement	Direct Labor	6	1	$ 84,298.92		49.4%		$ 755,647
Environmental Engineering	Direct Labor	1	1	$ 91,494.40		53.1%		$ 140,037
Materials Management	Direct Labor	16	2,080	$ 28.37	$ 110,929	56.7%		$ 1,589,976
Accessibility	Direct Labor	1	1	$ 110,701.95		47.0%		$ 162,677
Clerical Support	Direct Labor	24	2,080	$ 28.39	$ 135,433	55.6%		$ 2,341,782
Claims and Insurance	Service	-	1				$ 3,203,387	$ 3,203,387
Legal & Professional Fees	Service	-	1				$ 1,308,645	$ 1,308,645
Office Supplies & Services	Service	-	1				$ 957,124	$ 957,124
Office Cleaning	Service	-	1				$ 78,382	$ 78,382
Telcoms	Service	-	1				$ -	$ -
Uniforms & Protective Clothing	Materials	-	1				$ 584,937	$ 584,937
Training	Service	-	1				$ 1,044,726	$ 1,044,726
Safety, Security and Quality	Service	-	1				$ 243,028	$ 243,028
Service Level Agreements contingency	Service	-	1				$ 1,372,500	$ 1,372,500
Sub Total - Admin/HR		**111**						**$ 24,172,489**
Stations, Retail and Public Information								
Management	Direct Labor	5	1	$ 83,536.35		35.9%		$ 567,679
Customer Service / Help Desk	Direct Labor	13	2,080	$ 28.19	$ 159,463	54.9%		$ 1,340,671
Announcements	Direct Labor	-	2,080	$ -	$ -	-		$ -
Ticketing and Retail	Direct Labor	22	2,080	$ 29.89	$ 277,346	50.2%		$ 2,331,758
Cashier	Direct Labor	4	2,080	$ 30.88	$ 44,827	44.8%		$ 416,891

Annual Firm Fixed Price (FFP) Proposal Form – Year 5 of Operations (In 2018 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 5 Total $ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Revenue Protection	Direct Labor	-	2,080	$ -	$ -	-		$ -
Cash Collection	Service	-	1				$ -	$ -
Marketing & Timetables	Service	-	1				$ 348,860	$ 348,860
Spare	Spare							$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Stations, Retail, Public Information		**44**						**$ 5,005,860**
Transportation Services								
Management	Direct Labor	4	1	$ 136,102.86		35.9%		$ 739,893
Superintendents & Chief Train Dispatcher	Direct Labor	4	1	$ 143,459.01		38.3%		$ 793,438
Rules Examiners	Direct Labor	3	1	$ 96,339.23		42.5%		$ 411,822
Engineers/Drivers	Direct Labor	162	2,080	$ 46.41	$ 4,750,798	37.6%		$ 26,268,198
Conductors	Direct Labor	163	2,080	$ 38.58	$ 4,069,521	43.4%		$ 22,798,601
Asst Conductors	Direct Labor	191	2,080	$ 38.40	$ 1,989,339	46.7%		$ 24,393,044
Trainee Drivers	Direct Labor	12	2,080	$ 43.91	$ 343,046	39.6%		$ 1,873,305
Crew Dispatcher	Direct Labor	37	2,080	$ 39.18	$ -	47.6%		$ 4,450,481
Train Dispatch / Trainmasters	Direct Labor	25	1	$ 101,696.45		49.1%		$ 3,790,320
Road Foremen / Block Operator	Direct Labor	13	2,080	$ 32.82	$ -	54.3%		$ 1,369,147
Train Crew Utilization/Rostering	Direct Labor	20	2,080	$ 35.96	$ -	50.0%		$ 2,243,161
Special Trains (60)	Direct Labor	-	2,080	$ -	$ -	-		$ -
On-Time Performance contingency	Service	-	1				$ 1,300,452	$ 1,300,452
Non On-Time Performance contingency	Service	-	1				$ 741,463	$ 741,463
Sub Total - Transportation Services		**634**						**$ 91,173,326**
Mechanical Services								
Management incl Superintendents	Direct Labor	19	1	$ 121,581.87		39.5%		$ 3,223,184
Technical Services, Quality, Special Projects	Direct Labor	11	1	$ 95,427.37		42.5%		$ 1,495,530
Fitters/Mechanics	Direct Labor	200	2,080	$ 30.29	$ 5,920,662	47.3%		$ 24,500,635
Electricians	Direct Labor	115	2,080	$ 31.61	$ 3,697,598	45.8%		$ 14,721,199
Foremen	Direct Labor	65	2,080	$ 35.10	$ 2,274,049	43.6%		$ 9,087,545
Laborer/Other	Direct Labor	40	2,080	$ 26.38	$ 1,277,778	50.5%		$ 4,581,456
Cleaning	Direct Labor	103	2,080	$ 23.48	$ 1,935,405	57.7%		$ 9,867,126
Locos	Materials	-	1				$ 7,059,870	$ 7,059,870
Control Trailers	Materials	-	1				$ 2,518,343	$ 2,518,343
Trailers	Materials	-	1				$ 6,499,554	$ 6,499,554
Non-Revenue Fleet	Materials	-	1				$ 1,548,686	$ 1,548,686
Mid-life Overhauls of Traction Motors	Service	-	1				$ -	$ -
Corrective Work	Service	-	1				$ -	$ -
Mechanical Sheet Metal Worker	Direct Labor	24	2,080	$ 30.46	$ 113,477	52.6%	$ -	$ 2,458,190
Spare	Spare							$ -
Spare	Spare							$ -

Annual Firm Fixed Price (FFP) Proposal Form – Year 5 of Operations (In 2018 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 5 Total $ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Sub Total - Mechanical Services		**577**						**$ 87,561,318**
Engineering Services								
Management								
Senior / Asst Chief Engineers	Direct Labor	5	1	$ 126,933.10		42.0%		$ 901,282
Force Account - Construction, Project Management	Direct Labor	-	1	$ -		-		$ -
Surveys, Track Geom, Plans & Docs	Direct Labor	5	1	$ 94,556.39		51.8%		$ 717,513
Track and Work Equipment	Direct Labor	8	1	$ 93,317.12		51.4%		$ 1,129,981
Communications & Signalling	Direct Labor	16	1	$ 100,591.87		45.1%		$ 2,335,026
Bridges, Buildings & Structures	Direct Labor	6	1	$ 92,194.49		48.3%		$ 820,271
Facilities	Direct Labor	3	1	$ 94,486.98		42.9%		$ 405,093
Administration	Direct Labor	3	1	$ 81,267.30		46.8%		$ 358,014
Trackman / Laborer	Direct Labor	56	2,080	$ 28.20	$ 541,029	52.0%		$ 5,555,742
Asst Foreman Track	Direct Labor	36	2,080	$ 30.77	$ 894,307	48.4%		$ 4,300,374
Foreman Track	Direct Labor	27	2,080	$ 33.02	$ 822,341	46.2%		$ 3,536,108
Foreman II	Direct Labor	17	2,080	$ 36.72	$ 516,205	43.8%		$ 2,383,685
Welding Foreman	Direct Labor	3	2,080	$ 33.30	$ 64,600	48.0%		$ 372,124
Welders	Direct Labor	18	2,080	$ 30.95	$ 261,346	51.6%		$ 2,017,822
Work Equipment Operator	Direct Labor	22	2,080	$ 30.72	$ 578,210	48.7%		$ 2,672,002
Signal Inspector	Direct Labor	17	2,080	$ 38.84	$ 307,027	45.4%		$ 2,303,267
Electrical/ Electronic Technician	Direct Labor	26	2,080	$ 34.48	$ 407,532	46.6%		$ 3,147,169
Roadway Mechanic	Direct Labor	4	2,080	$ 33.22	$ 40,075	50.9%		$ 457,256
Truck Driver	Direct Labor	21	2,080	$ 27.88	$ 464,820	52.1%		$ 2,334,880
B&B Mechanic	Direct Labor	57	2,080	$ 30.56	$ 928,070	50.9%		$ 6,394,279
B&B Foreman	Direct Labor	26	2,080	$ 33.83	$ 711,474	46.4%		$ 3,389,214
Watchman	Direct Labor	10	2,080	$ 26.31	$ 88,065	54.7%		$ 934,907
Machinist	Direct Labor	29	2,080	$ 29.88	$ 600,780	48.7%		$ 3,280,437
Electrician	Direct Labor	22	2,080	$ 32.95	$ 251,277	48.1%		$ 2,484,345
Sheet Metal Worker	Direct Labor	14	2,080	$ 29.87	$ 185,357	52.9%		$ 1,515,508
Asst Foreman NY	Direct Labor	5	2,080	$ 35.54	$ 167,189	44.2%		$ 700,116
Night Test Foreman	Direct Labor	2	2,080	$ 40.62	$ 17,549	46.2%		$ 264,526
Signal Maintainer	Direct Labor	62	2,080	$ 32.52	$ 119,653	53.4%		$ 6,553,980
Signal Operations	Direct Labor	23	2,080	$ 30.29	$ 220,323	50.9%		$ 2,406,632
Drawbridge Operations	Direct Labor	9	2,080	$ 28.57	$ 225,369	50.6%		$ 1,030,865
Radio System Maintenance	Direct Labor	5	2,080	$ 37.93	$ 29,688	48.5%		$ 615,333
Signaling Inspection	Service	-	1				$ 133,832	$ 133,832
Signal Maintenance	Service	-	1				$ 1,234,903	$ 1,234,903
Comms (PABX, Radio)	Service	-	1				$ 170,331	$ 170,331
Structures Inspection (Bridges and Track Structures)	Service	-	1				$ 1,302,427	$ 1,302,427
Station Cleaning and Maintenance	Service	-	1				$ 1,912,928	$ 1,912,928
Depot Maintenance	Service	-	1				$ 2,026,484	$ 2,026,484

Annual Firm Fixed Price (FFP) Proposal Form – Year 5 of Operations (In 2018 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	Year 5 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Rolling stock support equipment replacement plan	Major maint/cap	-	1				$ 100,000	$ 100,000
Track Inspection & Response	Service	-	1				$ 1,567,049	$ 1,567,049
Maintenance of Way (Planned Work)	Major maint/cap	-	1				$ 13,755,302	$ 13,755,302
Road Vehicles (equivalent lease rate)	Materials	-	1				$ 1,936,153	$ 1,936,153
Positive Train Control	Materials	-	1				$ -	$ -
Janitorial Services & Expenses	Service	-	1				$ 909,081	$ 909,081
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Engineering Services		**557**						**$ 90,366,241**
Environmental Services and Utilities								
Electricity	Utilities	-	1				$ 9,515,691	$ 9,515,691
Water/Sewerage	Utilities	-	1				$ 376,884	$ 376,884
Waste/Trash Removal	Service	-	1				$ 2,671,933	$ 2,671,933
Winterisation	Service	-	1				$ 316,701	$ 316,701
Gas	Utilities	-	1				$ 1,852,423	$ 1,852,423
Environmental Services	Service	-	1				$ 3,611,844	$ 3,611,844
Fuel	Utilities	-	1				$ 2,677,436	$ 2,677,436
Sub Total - Environmental Services and Utilities		**-**						**$ 21,022,912**
Station and Security - General								
Station Security	Service	-	1				$ -	$ -
Depot Security	Service	-	1				$ -	$ -
Spare	Spare							$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Station and Security - General		**-**						**$ -**
Sub Total - Net Annual Fee (before Profit)		**1,923**						**$ 319,302,145**
Profit								
Profit	Profit						$ 11,352,756	$ 11,352,756
Net Annual Fee							**Year 5:**	**$ 330,654,901**

Note: The "Net Annual Fee" includes Profit, but does not include Annual Allowances for Maintenance of Unused ROW, Snow Operations, Capital Support and IT Operations and Maintenance Costs. It is the responsibility of the Proposer to ensure that the "Net Annual Fee" amount is accurate and all-inclusive.

Annual Firm Fixed Price (FFP) Proposal Form – Year 6 of Operations (In 2019 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 6 Total $ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Admin/HR								
General Manager and Primary Direct Reports								
General Manager	Direct Labor	1	1	$ 356,489.76		21.1%		$ 431,562
Chief Engineer	Direct Labor	1	1	$ 219,835.35		18.0%		$ 259,401
Chief Transportation Officer	Direct Labor	1	1	$ 213,893.85		29.9%		$ 277,870
Customer Service Manager	Direct Labor	1	1	$ 254,769.57		26.4%		$ 322,126
Chief Mechanical Officer	Direct Labor	1	1	$ 221,068.80		28.4%		$ 283,912
Director - Finance, Accounting, and Administration	Direct Labor	1	1	$ 241,312.49		26.7%		$ 305,830
Manager - Safety	Direct Labor	1	1	$ 202,700.08		30.6%		$ 264,812
Manager - Quality	Direct Labor	1	1	$ 178,244.88		34.2%		$ 239,272
Legal and Compliance	Direct Labor	4	1	$ 156,567.03		33.4%		$ 835,147
Other Managers	Direct Labor	7	1	$ 122,397.46		41.7%		$ 1,213,669
Accounts/Payroll	Direct Labor	8	1	$ 82,778.41		49.3%		$ 988,482
IT, Data Analysis & Reporting	Direct Labor	14	1	$ 107,481.08		47.0%		$ 2,212,507
Planning and Performance Monitoring/Management	Direct Labor	3	1	$ 112,951.40		47.6%		$ 500,290
Sales/Marketing/Publicity	Direct Labor	-	1	$ -		-		$ -
Labor Relations / Equal Op & Div	Direct Labor	2	1	$ 108,669.37		49.1%		$ 324,121
Human Resources and Training & Qualification	Direct Labor	8	1	$ 93,201.98		45.8%		$ 1,086,955
Safety and Security	Direct Labor	7	1	$ 82,768.08		50.2%		$ 808,216
Claims Management	Direct Labor	2	1	$ 118,892.90		45.5%		$ 345,878
Contracts and Procurement	Direct Labor	6	1	$ 86,406.39		50.3%		$ 779,305
Environmental Engineering	Direct Labor	1	1	$ 93,781.76		54.0%		$ 144,461
Materials Management	Direct Labor	16	2,080	$ 29.08	$ 114,679	58.0%		$ 1,643,733
Accessibility	Direct Labor	1	1	$ 113,469.50		47.8%		$ 167,669
Clerical Support	Direct Labor	24	2,080	$ 29.16	$ 134,918	57.0%		$ 2,420,026
Claims and Insurance	Service	-	1				$ 3,287,870	$ 3,287,870
Legal & Professional Fees	Service	-	1				$ 1,330,220	$ 1,330,220
Office Supplies & Services	Service	-	1				$ 978,298	$ 978,298
Office Cleaning	Service	-	1				$ 80,224	$ 80,224
Telcoms	Service	-	1				$ -	$ -
Uniforms & Protective Clothing	Materials	-	1				$ 599,367	$ 599,367
Training	Service	-	1				$ 1,065,264	$ 1,065,264
Safety, Security and Quality	Service	-	1				$ 231,702	$ 231,702
Service Level Agreements contingency	Service	-	1				$ 1,297,500	$ 1,297,500
Sub Total - Admin/HR		**111**						**$ 24,725,689**
Stations, Retail and Public Information								
Management	Direct Labor	5	1	$ 85,624.75		36.3%		$ 583,503
Customer Service / Help Desk	Direct Labor	13	2,080	$ 28.90	$ 164,803	56.2%		$ 1,385,570
Announcements	Direct Labor	-	2,080	$ -	$ -	-		$ -
Ticketing and Retail	Direct Labor	22	2,080	$ 30.63	$ 286,379	51.3%		$ 2,407,706
Cashier	Direct Labor	4	2,080	$ 31.65	$ 46,238	45.7%		$ 430,012

Annual Firm Fixed Price (FFP) Proposal Form – Year 6 of Operations (In 2019 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 6 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Revenue Protection	Direct Labor	-	2,080	$ -	$ -	-		$ -
Cash Collection	Service	-	1				$ -	$ -
Marketing & Timetables	Service	-	1				$ 357,058	$ 357,058
Spare	Spare							$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Stations, Retail, Public Information		**44**						**$ 5,163,849**
Transportation Services								
Management	Direct Labor	4	1	$ 139,505.43		36.4%		$ 761,396
Superintendents & Chief Train Dispatcher	Direct Labor	4	1	$ 147,045.48		38.9%		$ 817,103
Rules Examiners	Direct Labor	3	1	$ 98,747.71		43.1%		$ 424,029
Engineers/Drivers	Direct Labor	161	2,080	$ 47.39	$ 4,832,559	38.4%		$ 26,749,656
Conductors	Direct Labor	161	2,080	$ 39.35	$ 4,137,997	44.4%		$ 23,212,050
Asst Conductors	Direct Labor	189	2,080	$ 39.52	$ 2,030,607	47.5%		$ 24,992,449
Trainee Drivers	Direct Labor	12	2,080	$ 44.98	$ 353,594	40.4%		$ 1,929,855
Crew Dispatcher	Direct Labor	37	2,080	$ 39.78	$ -	48.9%		$ 4,556,977
Train Dispatch / Trainmasters	Direct Labor	25	1	$ 104,238.86		49.9%		$ 3,907,423
Road Foremen / Block Operator	Direct Labor	13	2,080	$ 33.64	$ -	55.5%		$ 1,414,757
Train Crew Utilization/Rostering	Direct Labor	20	2,080	$ 36.31	$ -	51.5%		$ 2,288,154
Special Trains (60)	Direct Labor	-	2,080	$ -	$ -	-		$ -
On-Time Performance contingency	Service	-	1				$ 1,336,586	$ 1,336,586
Non On-Time Performance contingency	Service	-	1				$ 755,740	$ 755,740
Sub Total - Transportation Services		**629**						**$ 93,146,177**
Mechanical Services								
Management incl Superintendents	Direct Labor	19	1	$ 124,621.42		40.1%		$ 3,318,222
Technical Services, Quality, Special Projects	Direct Labor	11	1	$ 97,813.06		43.1%		$ 1,539,686
Fitters/Mechanics	Direct Labor	199	2,080	$ 31.04	$ 5,934,780	48.5%		$ 25,014,676
Electricians	Direct Labor	115	2,080	$ 32.40	$ 3,493,633	47.4%		$ 14,912,192
Foremen	Direct Labor	65	2,080	$ 35.98	$ 2,275,994	44.7%		$ 9,316,567
Laborer/Other	Direct Labor	40	2,080	$ 27.12	$ 1,319,051	51.6%		$ 4,739,579
Cleaning	Direct Labor	103	2,080	$ 24.38	$ 1,751,728	59.7%		$ 10,090,442
Locos	Materials	-	1				$ 7,312,742	$ 7,312,742
Control Trailers	Materials	-	1				$ 2,577,604	$ 2,577,604
Trailers	Materials	-	1				$ 6,611,235	$ 6,611,235
Non-Revenue Fleet	Materials	-	1				$ 1,609,581	$ 1,609,581
Mid-life Overhauls of Traction Motors	Service	-	1				$ -	$ -
Corrective Work	Service	-	1				$ -	$ -
Mechanical Sheet Metal Worker	Direct Labor	21	2,080	$ 31.22	$ 351,754	51.3%	$ -	$ 2,455,779
Spare	Spare							$ -
Spare	Spare							$ -

Annual Firm Fixed Price (FFP) Proposal Form – Year 6 of Operations (In 2019 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 6 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Sub Total - Mechanical Services		**573**						**$ 89,498,305**
Engineering Services								
Management								
Senior / Asst Chief Engineers	Direct Labor	5	1	$ 130,106.43		42.7%		$ 928,588
Force Account - Construction, Project Management	Direct Labor	-	1	$ -		-		$ -
Surveys, Track Geom, Plans & Docs	Direct Labor	5	1	$ 96,920.30		52.7%		$ 740,095
Track and Work Equipment	Direct Labor	8	1	$ 95,650.05		52.4%		$ 1,165,789
Communications & Signalling	Direct Labor	16	1	$ 103,106.66		45.8%		$ 2,405,869
Bridges, Buildings & Structures	Direct Labor	6	1	$ 94,499.35		49.1%		$ 845,474
Facilities	Direct Labor	3	1	$ 96,849.16		43.6%		$ 417,184
Administration	Direct Labor	3	1	$ 83,298.98		47.6%		$ 368,874
Trackman / Laborer	Direct Labor	56	2,080	$ 28.85	$ 496,453	53.6%		$ 5,680,413
Asst Foreman Track	Direct Labor	36	2,080	$ 31.54	$ 895,634	49.6%		$ 4,415,524
Foreman Track	Direct Labor	27	2,080	$ 33.59	$ 774,010	47.9%		$ 3,567,829
Foreman II	Direct Labor	17	2,080	$ 37.62	$ 497,534	45.3%		$ 2,429,741
Welding Foreman	Direct Labor	3	2,080	$ 34.10	$ 63,932	49.2%		$ 381,454
Welders	Direct Labor	18	2,080	$ 31.93	$ 262,341	52.7%		$ 2,087,589
Work Equipment Operator	Direct Labor	22	2,080	$ 31.38	$ 552,689	50.3%		$ 2,719,435
Signal Inspector	Direct Labor	17	2,080	$ 39.77	$ 288,512	46.6%		$ 2,350,461
Electrical/ Electronic Technician	Direct Labor	26	2,080	$ 35.34	$ 368,365	48.1%		$ 3,203,096
Roadway Mechanic	Direct Labor	4	2,080	$ 34.44	$ 32,845	52.3%		$ 469,304
Truck Driver	Direct Labor	21	2,080	$ 28.64	$ 473,558	53.3%		$ 2,406,552
B&B Mechanic	Direct Labor	57	2,080	$ 31.34	$ 925,046	52.2%		$ 6,579,305
B&B Foreman	Direct Labor	26	2,080	$ 34.58	$ 693,147	47.7%		$ 3,455,596
Watchman	Direct Labor	10	2,080	$ 26.97	$ 79,372	56.5%		$ 957,083
Machinist	Direct Labor	29	2,080	$ 30.59	$ 574,666	50.2%		$ 3,345,920
Electrician	Direct Labor	22	2,080	$ 33.77	$ 227,803	49.5%		$ 2,538,224
Sheet Metal Worker	Direct Labor	14	2,080	$ 30.61	$ 180,196	54.4%		$ 1,556,612
Asst Foreman NY	Direct Labor	5	2,080	$ 36.43	$ 157,382	45.7%		$ 709,271
Night Test Foreman	Direct Labor	2	2,080	$ 41.63	$ 21,275	46.8%		$ 275,520
Signal Maintainer	Direct Labor	62	2,080	$ 33.33	$ 10,815	55.2%		$ 6,683,568
Signal Operations	Direct Labor	23	2,080	$ 31.00	$ 178,151	52.7%		$ 2,443,278
Drawbridge Operations	Direct Labor	9	2,080	$ 29.26	$ 236,153	51.7%		$ 1,066,891
Radio System Maintenance	Direct Labor	5	2,080	$ 38.88	$ -	51.0%		$ 610,444
Signaling Inspection	Service	-	1				$ 139,185	$ 139,185
Signal Maintenance	Service	-	1				$ 1,284,299	$ 1,284,299
Comms (PABX, Radio)	Service	-	1				$ 177,145	$ 177,145
Structures Inspection (Bridges and Track Structures)	Service	-	1				$ 1,354,524	$ 1,354,524
Station Cleaning and Maintenance	Service	-	1				$ 1,954,379	$ 1,954,379
Depot Maintenance	Service	-	1				$ 2,084,295	$ 2,084,295

Annual Firm Fixed Price (FFP) Proposal Form – Year 6 of Operations (In 2019 Prices)

		Category	Direct Labor Costs					Non-Labor Costs	Year 6 Total $ (12 months)
			Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
		select	#	#	$ or $/hr	$	%	$	$
		Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
		Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
		Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
	Rolling stock support equipment replacement plan		Major maint/cap	-	1				$ 100,000	$ 100,000
	Track Inspection & Response		Service	-	1				$ 1,503,199	$ 1,503,199
	Maintenance of Way (Planned Work)		Major maint/cap	-	1				$ 14,301,515	$ 14,301,515
	Road Vehicles (equivalent lease rate)		Materials	-	1				$ 1,904,522	$ 1,904,522
	Positive Train Control		Materials	-	1				$ -	$ -
	Janitorial Services & Expenses		Service	-	1				$ 930,444	$ 930,444
	Spare		Spare							$ -
	Spare		Spare							$ -
	Sub Total - Engineering Services			**557**						**$ 92,538,489**
Environmental Services and Utilities										
	Electricity		Utilities	-	1				$ 9,848,740	$ 9,848,740
	Water/Sewerage		Utilities	-	1				$ 390,075	$ 390,075
	Waste/Trash Removal		Service	-	1				$ 2,787,284	$ 2,787,284
	Winterisation		Service	-	1				$ 324,143	$ 324,143
	Gas		Utilities	-	1				$ 1,917,258	$ 1,917,258
	Environmental Services		Service	-	1				$ 3,746,859	$ 3,746,859
	Fuel		Utilities	-	1				$ 2,808,869	$ 2,808,869
	Sub Total - Environmental Services and Utilities			**-**						**$ 21,823,228**
Station and Security - General										
	Station Security		Service	-	1				$ -	$ -
	Depot Security		Service	-	1				$ -	$ -
	Spare		Spare							$ -
	Spare		Spare							$ -
	Spare		Spare							$ -
	Sub Total - Station and Security - General			**-**						**$ -**
	Sub Total - Net Annual Fee (before Profit)			**1,915**						**$ 326,895,738**
Profit										
	Profit		Profit						$ 11,625,696	$ 11,625,696
Net Annual Fee									**Year 6:**	**$ 338,521,434**

Note: The "Net Annual Fee" includes Profit, but does not include Annual Allowances for Maintenance of Unused ROW, Snow Operations, Capital Support and IT Operations and Maintenance Costs. It is the responsibility of the Proposer to ensure that the "Net Annual Fee" amount is accurate and all-inclusive.

Annual Firm Fixed Price (FFP) Proposal Form – Year 7 of Operations (In 2020 Prices)

	Category	Direct Labor Costs: Number of Staff ("0" if Not a Direct Labor Cost)	Direct Labor Costs: Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Direct Labor Costs: Wage Rate / Salary	Direct Labor Costs: Overtime Cost (Including Taxes, Benefits)	Direct Labor Costs: Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Non-Labor Costs: Service, Materials, or Utility Cost	Year 7 Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Admin/HR								
General Manager and Primary Direct Reports								
General Manager	Direct Labor	1	1	$ 365,402.00		21.3%		$ 443,382
Chief Engineer	Direct Labor	1	1	$ 225,331.23		18.0%		$ 265,999
Chief Transportation Officer	Direct Labor	1	1	$ 219,241.20		30.4%		$ 285,830
Customer Service Manager	Direct Labor	1	1	$ 261,138.81		26.8%		$ 331,192
Chief Mechanical Officer	Direct Labor	1	1	$ 226,595.52		28.9%		$ 292,067
Director - Finance, Accounting, and Administration	Direct Labor	1	1	$ 247,345.30		27.2%		$ 314,533
Manager - Safety	Direct Labor	1	1	$ 207,767.58		31.1%		$ 272,469
Manager - Quality	Direct Labor	1	1	$ 182,701.00		34.8%		$ 246,268
Legal and Compliance	Direct Labor	4	1	$ 160,481.21		33.8%		$ 859,111
Other Managers	Direct Labor	7	1	$ 125,457.39		42.3%		$ 1,250,032
Accounts/Payroll	Direct Labor	8	1	$ 84,847.87		50.2%		$ 1,019,223
IT, Data Analysis & Reporting	Direct Labor	14	1	$ 110,168.11		47.9%		$ 2,280,719
Planning and Performance Monitoring/Management	Direct Labor	3	1	$ 115,775.19		48.5%		$ 515,752
Sales/Marketing/Publicity	Direct Labor	-	1	$ -		-		$ -
Labor Relations / Equal Op & Div	Direct Labor	2	1	$ 111,386.10		50.0%		$ 334,141
Human Resources and Training & Qualification	Direct Labor	8	1	$ 95,532.03		46.6%		$ 1,120,250
Safety and Security	Direct Labor	7	1	$ 84,837.28		51.1%		$ 833,466
Claims Management	Direct Labor	2	1	$ 121,865.22		46.3%		$ 356,526
Contracts and Procurement	Direct Labor	6	1	$ 88,566.55		51.3%		$ 803,811
Environmental Engineering	Direct Labor	1	1	$ 96,126.30		55.1%		$ 149,047
Materials Management	Direct Labor	16	2,080	$ 29.80	$ 118,577	59.4%		$ 1,699,609
Accessibility	Direct Labor	1	1	$ 116,306.24		48.6%		$ 172,838
Clerical Support	Direct Labor	24	2,080	$ 29.68	$ 135,671	58.6%		$ 2,485,891
Claims and Insurance	Service	-	1				$ 3,378,225	$ 3,378,225
Legal & Professional Fees	Service	-	1				$ 1,352,250	$ 1,352,250
Office Supplies & Services	Service	-	1				$ 997,985	$ 997,985
Office Cleaning	Service	-	1				$ 82,109	$ 82,109
Telcoms	Service	-	1				$ -	$ -
Uniforms & Protective Clothing	Materials	-	1				$ 612,984	$ 612,984
Training	Service	-	1				$ 1,080,241	$ 1,080,241
Safety, Security and Quality	Service	-	1				$ 299,978	$ 299,978
Service Level Agreements contingency	Service	-	1				$ 1,297,500	$ 1,297,500
Sub Total - Admin/HR		**111**						**$ 25,433,429**
Stations, Retail and Public Information								
Management	Direct Labor	5	1	$ 87,765.37		36.7%		$ 599,806
Customer Service / Help Desk	Direct Labor	13	2,080	$ 29.62	$ 170,352	57.5%		$ 1,432,220
Announcements	Direct Labor	-	2,080	$ -	$ -	-		$ -
Ticketing and Retail	Direct Labor	22	2,080	$ 31.40	$ 295,754	52.5%		$ 2,486,524
Cashier	Direct Labor	4	2,080	$ 32.44	$ 47,700	46.7%		$ 443,608

Annual Firm Fixed Price (FFP) Proposal Form – Year 7 of Operations (In 2020 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 7 Total $ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Revenue Protection	Direct Labor	-	2,080	$ -	$ -	-		$ -
Cash Collection	Service	-	1				$ -	$ -
Marketing & Timetables	Service	-	1				$ 365,449	$ 365,449
Spare	Spare							$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Stations, Retail, Public Information		**44**						**$ 5,327,607**
Transportation Services								
Management	Direct Labor	4	1	$ 142,993.07		37.0%		$ 783,594
Superintendents & Chief Train Dispatcher	Direct Labor	4	1	$ 150,721.62		39.6%		$ 841,565
Rules Examiners	Direct Labor	3	1	$ 101,216.40		43.8%		$ 436,647
Engineers/Drivers	Direct Labor	159	2,080	$ 48.11	$ 4,869,677	39.5%		$ 27,004,045
Conductors	Direct Labor	159	2,080	$ 40.37	$ 4,211,861	45.2%		$ 23,646,559
Asst Conductors	Direct Labor	187	2,080	$ 40.68	$ 2,061,194	48.4%		$ 25,490,788
Trainee Drivers	Direct Labor	12	2,080	$ 46.08	$ 364,509	41.2%		$ 1,988,500
Crew Dispatcher	Direct Labor	37	2,080	$ 40.33	$ -	50.2%		$ 4,662,029
Train Dispatch / Trainmasters	Direct Labor	25	1	$ 106,844.83		50.8%		$ 4,028,688
Road Foremen / Block Operator	Direct Labor	13	2,080	$ 34.48	$ -	56.8%		$ 1,462,137
Train Crew Utilization/Rostering	Direct Labor	20	2,080	$ 37.37	$ -	52.5%		$ 2,370,925
Special Trains (60)	Direct Labor	-	2,080	$ -	$ -	-		$ -
On-Time Performance contingency	Service	-	1				$ 1,356,215	$ 1,356,215
Non On-Time Performance contingency	Service	-	1				$ 773,740	$ 773,740
Sub Total - Transportation Services		**623**						**$ 94,845,433**
Mechanical Services								
Management incl Superintendents	Direct Labor	19	1	$ 127,736.95		40.8%		$ 3,416,416
Technical Services, Quality, Special Projects	Direct Labor	11	1	$ 100,258.38		43.7%		$ 1,585,311
Fitters/Mechanics	Direct Labor	194	2,080	$ 31.73	$ 5,510,457	50.2%		$ 24,730,700
Electricians	Direct Labor	112	2,080	$ 33.21	$ 3,205,819	49.0%		$ 14,728,430
Foremen	Direct Labor	64	2,080	$ 36.86	$ 2,298,348	45.7%		$ 9,450,292
Laborer/Other	Direct Labor	40	2,080	$ 27.65	$ 1,441,711	52.3%		$ 4,945,917
Cleaning	Direct Labor	100	2,080	$ 25.09	$ 1,761,494	61.0%		$ 10,163,425
Locos	Materials	-	1				$ 7,560,405	$ 7,560,405
Control Trailers	Materials	-	1				$ 2,663,533	$ 2,663,533
Trailers	Materials	-	1				$ 6,821,173	$ 6,821,173
Non-Revenue Fleet	Materials	-	1				$ 1,672,876	$ 1,672,876
Mid-life Overhauls of Traction Motors	Service	-	1				$ -	$ -
Corrective Work	Service	-	1				$ -	$ -
Mechanical Sheet Metal Worker	Direct Labor	20	2,080	$ 32.00	$ 558,247	49.5%	$ -	$ 2,548,173
Spare	Spare							$ -
Spare	Spare							$ -

Annual Firm Fixed Price (FFP) Proposal Form – Year 7 of Operations (In 2020 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 7 Total $ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Sub Total - Mechanical Services		**560**						**$ 90,286,651**
Engineering Services								
Management								
Senior / Asst Chief Engineers	Direct Labor	5	1	$ 133,359.09		43.5%		$ 956,835
Force Account - Construction, Project Management	Direct Labor	-	1	$ -		-		$ -
Surveys, Track Geom, Plans & Docs	Direct Labor	5	1	$ 99,343.30		53.7%		$ 763,499
Track and Work Equipment	Direct Labor	8	1	$ 98,041.30		53.4%		$ 1,202,901
Communications & Signalling	Direct Labor	16	1	$ 105,684.33		46.6%		$ 2,479,152
Bridges, Buildings & Structures	Direct Labor	6	1	$ 96,861.83		50.0%		$ 871,563
Facilities	Direct Labor	3	1	$ 99,270.39		44.3%		$ 429,682
Administration	Direct Labor	3	1	$ 85,381.46		48.4%		$ 380,109
Trackman / Laborer	Direct Labor	56	2,080	$ 29.52	$ 464,491	55.2%		$ 5,820,817
Asst Foreman Track	Direct Labor	36	2,080	$ 32.33	$ 901,142	50.8%		$ 4,539,746
Foreman Track	Direct Labor	27	2,080	$ 34.42	$ 768,019	49.2%		$ 3,644,254
Foreman II	Direct Labor	17	2,080	$ 38.52	$ 507,101	46.3%		$ 2,499,912
Welding Foreman	Direct Labor	3	2,080	$ 34.91	$ 63,625	50.5%		$ 391,475
Welders	Direct Labor	18	2,080	$ 32.84	$ 247,924	54.1%		$ 2,143,124
Work Equipment Operator	Direct Labor	22	2,080	$ 32.18	$ 545,247	51.7%		$ 2,783,811
Signal Inspector	Direct Labor	17	2,080	$ 40.75	$ 215,479	48.6%		$ 2,356,278
Electrical/ Electronic Technician	Direct Labor	26	2,080	$ 36.23	$ 333,157	49.5%		$ 3,266,529
Roadway Mechanic	Direct Labor	4	2,080	$ 34.62	$ 19,230	55.2%		$ 466,165
Truck Driver	Direct Labor	21	2,080	$ 29.29	$ 466,709	54.9%		$ 2,462,862
B&B Mechanic	Direct Labor	57	2,080	$ 32.12	$ 821,645	54.0%		$ 6,686,673
B&B Foreman	Direct Labor	26	2,080	$ 35.62	$ 656,831	49.1%		$ 3,529,186
Watchman	Direct Labor	9	2,080	$ 27.59	$ 145,886	55.0%		$ 983,405
Machinist	Direct Labor	29	2,080	$ 31.31	$ 543,967	51.8%		$ 3,410,365
Electrician	Direct Labor	22	2,080	$ 34.62	$ 195,492	51.0%		$ 2,588,127
Sheet Metal Worker	Direct Labor	14	2,080	$ 31.38	$ 154,117	56.4%		$ 1,583,117
Asst Foreman NY	Direct Labor	5	2,080	$ 37.34	$ 152,298	47.0%		$ 723,060
Night Test Foreman	Direct Labor	2	2,080	$ 42.67	$ 22,583	47.7%		$ 284,779
Signal Maintainer	Direct Labor	62	2,080	$ 34.16	$ -	56.6%		$ 6,898,503
Signal Operations	Direct Labor	23	2,080	$ 31.64	$ 149,533	54.5%		$ 2,488,134
Drawbridge Operations	Direct Labor	9	2,080	$ 29.97	$ 246,025	52.8%		$ 1,103,185
Radio System Maintenance	Direct Labor	5	2,080	$ 39.85	$ -	52.1%		$ 630,325
Signaling Inspection	Service	-	1				$ 144,752	$ 144,752
Signal Maintenance	Service	-	1				$ 1,335,671	$ 1,335,671
Comms (PABX, Radio)	Service	-	1				$ 184,230	$ 184,230
Structures Inspection (Bridges and Track Structures)	Service	-	1				$ 1,441,603	$ 1,441,603
Station Cleaning and Maintenance	Service	-	1				$ 2,017,270	$ 2,017,270
Depot Maintenance	Service	-	1				$ 2,143,970	$ 2,143,970
Rolling stock support equipment replacement plan	Major maint/cap	-	1				$ 100,000	$ 100,000

Annual Firm Fixed Price (FFP) Proposal Form – Year 7 of Operations (In 2020 Prices)

		Category	Direct Labor Costs					Non-Labor Costs	Year 7 Total $ (12 months)
			Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
		select	#	#	$ or $/hr	$	%	$	$
		Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
		Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
		Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
	Track Inspection & Response		Service	-	1				$ 1,563,327	$ 1,563,327
	Maintenance of Way (Planned Work)		Major maint/cap	-	1				$ 14,812,332	$ 14,812,332
	Road Vehicles (equivalent lease rate)		Materials	-	1				$ 1,894,700	$ 1,894,700
	Positive Train Control		Materials	-	1				$ -	$ -
	Janitorial Services & Expenses		Service	-	1				$ 952,310	$ 952,310
	Spare		Spare							$ -
	Spare		Spare							$ -
	Sub Total - Engineering Services			**557**						**$ 94,957,740**
Environmental Services and Utilities										
	Electricity		Utilities	-	1				$ 10,193,446	$ 10,193,446
	Water/Sewerage		Utilities	-	1				$ 403,728	$ 403,728
	Waste/Trash Removal		Service	-	1				$ 2,907,711	$ 2,907,711
	Winterisation		Service	-	1				$ 331,761	$ 331,761
	Gas		Utilities	-	1				$ 1,984,362	$ 1,984,362
	Environmental Services		Service	-	1				$ 3,887,172	$ 3,887,172
	Fuel		Utilities	-	1				$ 2,952,861	$ 2,952,861
	Sub Total - Environmental Services and Utilities			**-**						**$ 22,661,040**
Station and Security - General										
	Station Security		Service	-	1				$ -	$ -
	Depot Security		Service	-	1				$ -	$ -
	Spare		Spare							$ -
	Spare		Spare							$ -
	Spare		Spare							$ -
	Sub Total - Station and Security - General			**-**						**$ -**
	Sub Total - Net Annual Fee (before Profit)			**1,894**						**$ 333,511,900**
Profit										
	Profit		Profit						$ 11,862,247	$ 11,862,247
	Net Annual Fee								**Year 7:**	**$ 345,374,147**

Note: The "Net Annual Fee" includes Profit, but does not include Annual Allowances for Maintenance of Unused ROW, Snow Operations, Capital Support and IT Operations and Maintenance Costs. It is the responsibility of the Proposer to ensure that the "Net Annual Fee" amount is accurate and all-inclusive.

Annual Firm Fixed Price (FFP) Proposal Form – Year 8 of Operations (In 2021 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 8 Total $ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Admin/HR								
General Manager and Primary Direct Reports								
General Manager	Direct Labor	1	1	$ 374,537.05		21.6%		$ 455,550
Chief Engineer	Direct Labor	1	1	$ 230,964.51		18.1%		$ 272,762
Chief Transportation Officer	Direct Labor	1	1	$ 224,722.23		30.8%		$ 294,041
Customer Service Manager	Direct Labor	1	1	$ 267,667.28		27.2%		$ 340,538
Chief Mechanical Officer	Direct Labor	1	1	$ 232,260.41		29.4%		$ 300,477
Director - Finance, Accounting, and Administration	Direct Labor	1	1	$ 253,528.93		27.6%		$ 323,505
Manager - Safety	Direct Labor	1	1	$ 212,961.77		31.7%		$ 280,370
Manager - Quality	Direct Labor	1	1	$ 187,268.53		35.4%		$ 253,490
Legal and Compliance	Direct Labor	4	1	$ 164,493.24		34.3%		$ 883,829
Other Managers	Direct Labor	7	1	$ 128,593.83		43.0%		$ 1,287,612
Accounts/Payroll	Direct Labor	8	1	$ 86,969.06		51.1%		$ 1,051,035
IT, Data Analysis & Reporting	Direct Labor	14	1	$ 112,922.31		48.7%		$ 2,351,299
Planning and Performance Monitoring/Management	Direct Labor	3	1	$ 118,669.57		49.4%		$ 531,753
Sales/Marketing/Publicity	Direct Labor	-	1	$ -		-		$ -
Labor Relations / Equal Op & Div	Direct Labor	2	1	$ 114,170.75		50.9%		$ 344,515
Human Resources and Training & Qualification	Direct Labor	8	1	$ 97,920.33		47.4%		$ 1,154,681
Safety and Security	Direct Labor	7	1	$ 86,958.21		52.1%		$ 859,600
Claims Management	Direct Labor	2	1	$ 124,911.85		47.1%		$ 367,542
Contracts and Procurement	Direct Labor	6	1	$ 90,780.72		52.2%		$ 829,184
Environmental Engineering	Direct Labor	1	1	$ 98,529.46		56.1%		$ 153,799
Materials Management	Direct Labor	16	2,080	$ 30.55	$ 122,627	60.8%		$ 1,757,651
Accessibility	Direct Labor	1	1	$ 119,213.89		49.5%		$ 178,187
Clerical Support	Direct Labor	24	2,080	$ 30.55	$ 140,684	59.8%		$ 2,577,335
Claims and Insurance	Service	-	1				$ 3,472,521	$ 3,472,521
Legal & Professional Fees	Service	-	1				$ 1,374,811	$ 1,374,811
Office Supplies & Services	Service	-	1				$ 1,018,620	$ 1,018,620
Office Cleaning	Service	-	1				$ 84,039	$ 84,039
Telcoms	Service	-	1				$ -	$ -
Uniforms & Protective Clothing	Materials	-	1				$ 624,646	$ 624,646
Training	Service	-	1				$ 1,097,051	$ 1,097,051
Safety, Security and Quality	Service	-	1				$ 243,493	$ 243,493
Service Level Agreements contingency	Service	-	1				$ 1,297,500	$ 1,297,500
Sub Total - Admin/HR		**110**						**$ 26,061,435**
Stations, Retail and Public Information								
Management	Direct Labor	5	1	$ 89,959.51		37.1%		$ 616,589
Customer Service / Help Desk	Direct Labor	13	2,080	$ 30.36	$ 176,114	58.9%		$ 1,480,661
Announcements	Direct Labor	-	2,080	$ -	$ -	-		$ -
Ticketing and Retail	Direct Labor	22	2,080	$ 32.18	$ 305,477	53.6%		$ 2,568,273
Cashier	Direct Labor	4	2,080	$ 33.25	$ 49,214	47.6%		$ 457,687

Annual Firm Fixed Price (FFP) Proposal Form – Year 8 of Operations (In 2021 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 8 Total $ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Revenue Protection	Direct Labor	-	2,080	$ -	$ -	-		$ -
Cash Collection	Service	-	1				$ -	$ -
Marketing & Timetables	Service	-	1				$ 374,037	$ 374,037
Spare	Spare							$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Stations, Retail, Public Information		**44**						**$ 5,497,246**
Transportation Services								
Management	Direct Labor	4	1	$ 146,567.90		37.6%		$ 806,503
Superintendents & Chief Train Dispatcher	Direct Labor	4	1	$ 154,489.66		40.3%		$ 866,844
Rules Examiners	Direct Labor	3	1	$ 103,746.81		44.5%		$ 449,680
Engineers/Drivers	Direct Labor	157	2,080	$ 49.17	$ 4,935,811	40.3%		$ 27,407,701
Conductors	Direct Labor	157	2,080	$ 41.44	$ 4,289,496	46.0%		$ 24,101,454
Asst Conductors	Direct Labor	184	2,080	$ 41.90	$ 2,092,842	49.3%		$ 26,008,997
Trainee Drivers	Direct Labor	12	2,080	$ 47.21	$ 375,806	42.0%		$ 2,049,189
Crew Dispatcher	Direct Labor	37	2,080	$ 41.33	$ -	51.3%		$ 4,812,525
Train Dispatch / Trainmasters	Direct Labor	25	1	$ 109,515.95		51.7%		$ 4,154,214
Road Foremen / Block Operator	Direct Labor	13	2,080	$ 35.34	$ -	58.1%		$ 1,511,326
Train Crew Utilization/Rostering	Direct Labor	20	2,080	$ 38.37	$ -	53.6%		$ 2,452,075
Special Trains (60)	Direct Labor	-	2,080	$ -	$ -	-		$ -
On-Time Performance contingency	Service	-	1				$ 1,387,564	$ 1,387,564
Non On-Time Performance contingency	Service	-	1				$ 788,898	$ 788,898
Sub Total - Transportation Services		**616**						**$ 96,796,971**
Mechanical Services								
Management incl Superintendents	Direct Labor	19	1	$ 130,930.38		41.4%		$ 3,517,810
Technical Services, Quality, Special Projects	Direct Labor	11	1	$ 102,764.84		44.4%		$ 1,632,429
Fitters/Mechanics	Direct Labor	190	2,080	$ 32.49	$ 5,265,521	51.7%		$ 24,743,344
Electricians	Direct Labor	109	2,080	$ 33.90	$ 2,990,318	50.6%		$ 14,617,844
Foremen	Direct Labor	63	2,080	$ 37.77	$ 2,292,754	46.9%		$ 9,561,969
Laborer/Other	Direct Labor	39	2,080	$ 28.13	$ 1,412,625	53.9%		$ 4,925,451
Cleaning	Direct Labor	98	2,080	$ 25.75	$ 1,804,608	62.3%		$ 10,325,415
Locos	Materials	-	1				$ 7,825,550	$ 7,825,550
Control Trailers	Materials	-	1				$ 2,754,272	$ 2,754,272
Trailers	Materials	-	1				$ 7,044,729	$ 7,044,729
Non-Revenue Fleet	Materials	-	1				$ 1,738,664	$ 1,738,664
Mid-life Overhauls of Traction Motors	Service	-	1				$ -	$ -
Corrective Work	Service	-	1				$ -	$ -
Mechanical Sheet Metal Worker	Direct Labor	20	2,080	$ 32.80	$ 572,131	50.6%	$ -	$ 2,626,964
Spare	Spare							$ -
Spare	Spare							$ -

Annual Firm Fixed Price (FFP) Proposal Form – Year 8 of Operations (In 2021 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 8 Total $ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Sub Total - Mechanical Services		**549**						**$ 91,314,439**
Engineering Services								
Management								
Senior / Asst Chief Engineers	Direct Labor	5	1	$ 136,693.06		44.3%		$ 986,047
Force Account - Construction, Project Management	Direct Labor	-	1	$ -		-		$ -
Surveys, Track Geom, Plans & Docs	Direct Labor	5	1	$ 101,826.89		54.7%		$ 787,741
Track and Work Equipment	Direct Labor	8	1	$ 100,492.34		54.4%		$ 1,241,349
Communications & Signalling	Direct Labor	16	1	$ 108,326.44		47.4%		$ 2,554,927
Bridges, Buildings & Structures	Direct Labor	6	1	$ 99,283.38		50.8%		$ 898,558
Facilities	Direct Labor	3	1	$ 101,752.15		45.0%		$ 442,593
Administration	Direct Labor	3	1	$ 87,515.99		49.2%		$ 391,727
Trackman / Laborer	Direct Labor	56	2,080	$ 30.18	$ 415,522	56.9%		$ 5,950,158
Asst Foreman Track	Direct Labor	36	2,080	$ 33.04	$ 876,997	52.4%		$ 4,638,920
Foreman Track	Direct Labor	27	2,080	$ 35.54	$ 775,473	50.2%		$ 3,768,262
Foreman II	Direct Labor	17	2,080	$ 39.44	$ 502,168	47.6%		$ 2,561,208
Welding Foreman	Direct Labor	3	2,080	$ 35.74	$ 59,006	52.2%		$ 398,429
Welders	Direct Labor	18	2,080	$ 33.52	$ 216,442	56.2%		$ 2,176,374
Work Equipment Operator	Direct Labor	22	2,080	$ 33.11	$ 532,989	53.1%		$ 2,855,902
Signal Inspector	Direct Labor	17	2,080	$ 41.75	$ 167,534	50.3%		$ 2,386,008
Electrical/ Electronic Technician	Direct Labor	26	2,080	$ 37.13	$ 316,459	50.8%		$ 3,349,316
Roadway Mechanic	Direct Labor	4	2,080	$ 35.00	$ 8,749	57.8%		$ 468,234
Truck Driver	Direct Labor	21	2,080	$ 30.00	$ 441,501	56.8%		$ 2,511,129
B&B Mechanic	Direct Labor	57	2,080	$ 32.82	$ 849,548	55.3%		$ 6,894,592
B&B Foreman	Direct Labor	26	2,080	$ 36.51	$ 674,209	50.2%		$ 3,638,911
Watchman	Direct Labor	9	2,080	$ 28.04	$ 169,369	55.3%		$ 984,894
Machinist	Direct Labor	29	2,080	$ 31.85	$ 502,263	53.7%		$ 3,455,384
Electrician	Direct Labor	22	2,080	$ 35.48	$ 176,618	52.5%		$ 2,652,185
Sheet Metal Worker	Direct Labor	14	2,080	$ 32.08	$ 136,124	58.3%		$ 1,615,228
Asst Foreman NY	Direct Labor	5	2,080	$ 38.27	$ 158,829	47.9%		$ 747,435
Night Test Foreman	Direct Labor	2	2,080	$ 43.74	$ 21,063	48.9%		$ 292,006
Signal Maintainer	Direct Labor	62	2,080	$ 35.02	$ -	57.9%		$ 7,130,330
Signal Operations	Direct Labor	23	2,080	$ 32.35	$ 118,103	56.4%		$ 2,537,792
Drawbridge Operations	Direct Labor	9	2,080	$ 30.68	$ 252,758	54.0%		$ 1,137,324
Radio System Maintenance	Direct Labor	5	2,080	$ 40.85	$ -	53.2%		$ 650,943
Signaling Inspection	Service	-	1				$ 150,543	$ 150,543
Signal Maintenance	Service	-	1				$ 1,389,098	$ 1,389,098
Comms (PABX, Radio)	Service	-	1				$ 191,600	$ 191,600
Structures Inspection (Bridges and Track Structures)	Service	-	1				$ 1,499,267	$ 1,499,267
Station Cleaning and Maintenance	Service	-	1				$ 2,070,938	$ 2,070,938
Depot Maintenance	Service	-	1				$ 2,205,574	$ 2,205,574

Annual Firm Fixed Price (FFP) Proposal Form – Year 8 of Operations (In 2021 Prices)

	Category	Direct Labor Costs					Non-Labor Costs	Year 8 Total $ (12 months)
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime Cost (Including Taxes, Benefits)	Benefits Uplift % for Wages, Excluding Overtime ("0%" if n/a)	Service, Materials, or Utility Cost	
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - laborers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - cleaning cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Rolling stock support equipment replacement plan	Major maint/cap	-	1				$ 100,000	$ 100,000
Track Inspection & Response	Service	-	1				$ 1,625,860	$ 1,625,860
Maintenance of Way (Planned Work)	Major maint/cap	-	1				$ 15,400,825	$ 15,400,825
Road Vehicles (equivalent lease rate)	Materials	-	1				$ 1,996,286	$ 1,996,286
Positive Train Control	Materials	-	1				$ -	$ -
Janitorial Services & Expenses	Service	-	1				$ 974,689	$ 974,689
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Engineering Services		**556**						**$ 97,708,588**
Environmental Services and Utilities								
Electricity	Utilities	-	1				$ 10,550,217	$ 10,550,217
Water/Sewerage	Utilities	-	1				$ 417,858	$ 417,858
Waste/Trash Removal	Service	-	1				$ 3,033,439	$ 3,033,439
Winterisation	Service	-	1				$ 339,557	$ 339,557
Gas	Utilities	-	1				$ 2,053,814	$ 2,053,814
Environmental Services	Service	-	1				$ 4,033,118	$ 4,033,118
Fuel	Utilities	-	1				$ 3,103,817	$ 3,103,817
Sub Total - Environmental Services and Utilities		**-**						**$ 23,531,820**
Station and Security - General								
Station Security	Service	-	1				$ -	$ -
Depot Security	Service	-	1				$ -	$ -
Spare	Spare							$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Station and Security - General		**-**						**$ -**
Sub Total - Net Annual Fee (before Profit)		**1,876**						**$ 340,910,499**
Profit								
Profit	Profit						$ 12,123,157	$ 12,123,157
Net Annual Fee							**Year 8:**	**$ 353,033,656**

Note: The "Net Annual Fee" includes Profit, but does not include Annual Allowances for Maintenance of Unused ROW, Snow Operations, Capital Support and IT Operations and Maintenance Costs. It is the responsibility of the Proposer to ensure that the "Net Annual Fee" amount is accurate and all-inclusive.

MBTA COMMUTER RAIL OPERATING AGREEMENT
FIRM FIXED PRICE PROPOSAL FORM -- SUMMARY
AGREEMENT YEARS 1-8 (BASE CONTRACT) AND 9-12 (OPTION YEARS)

CUMULATIVE TOTALS AND NET PRESENT VALUE (NPV)

Agreement Year					Annual Fee		
Agreement Year Number	Number of Months	Agreement Year Start	Agreement Year End	Year Prices	Net Annual Fee	Allowances (as defined in Schedule 7)	Annual Fee
					Years 1-8 From FFP Forms		
Year 1	12 Months	7/1/2014	6/30/2015	2014	$295,176,940	$12,280,000	**$307,456,940**
Year 2	12 Months	7/1/2015	6/30/2016	2015	$311,423,810	$12,280,000	**$323,703,810**
Year 3	12 Months	7/1/2016	6/30/2017	2016	$318,432,509	$12,280,000	**$330,712,509**
Year 4	12 Months	7/1/2017	6/30/2018	2017	$323,811,494	$12,280,000	**$336,091,494**
Year 5	12 Months	7/1/2018	6/30/2019	2018	$330,654,901	$12,280,000	**$342,934,901**
Year 6	12 Months	7/1/2019	6/30/2020	2019	$338,521,434	$12,280,000	**$350,801,434**
Year 7	12 Months	7/1/2020	6/30/2021	2020	$345,374,147	$12,280,000	**$357,654,147**
Year 8	12 Months	7/1/2021	6/30/2022	2021	$353,033,656	$12,280,000	**$365,313,656**
Year 9 (Option)	12 Months	7/1/2022	6/30/2023	2022	$365,308,636	$12,280,000	**$377,588,636**
Year 10 (Option)	12 Months	7/1/2023	6/30/2024	2023	$378,010,418	$12,280,000	**$390,290,418**
Year 11 (Option)	12 Months	7/1/2024	6/30/2025	2024	$391,153,840	$12,280,000	**$403,433,840**
Year 12 (Option)	12 Months	7/1/2025	6/30/2026	2025	$404,754,259	$12,280,000	**$417,034,259**
	Subtotal, Base Contract (Years 1-8):				$2,616,428,892	$98,240,000	**$2,714,668,892**
	Subtotal, Options Years (Years 9-12):				$1,539,227,152	$49,120,000	**$1,588,347,152**
Totals - Base Contract + Option Years (Years 1-12):					$4,155,656,044	$147,360,000	**$4,303,016,044**
Net Present Value ($, 2014)					$3,173,312,159	$114,262,202	**$3,287,574,361**

Annual escalation rate for Price Proposal evaluation purposes (Years 9-12):	3.477%
Discount rate for Price Proposal evaluation purposes:	5.000%

Note: $12,280,000 of Annual Allowances include: Maintenance of Unused ROW, Snow Operations, Capital Support, and IT Operations and Maintenance..

ATTACHMENT 1 TO APPENDIX B
MAINTENANCE COST SCHEDULE (MCS) FOR EXISTING LOCOMOTIVES

ANNUAL FLEET COST FOR MAINTAINING EXISTING LOCOMOTIVES FOR EACH AGREEMENT YEAR THAT EXISTING LOCOMOTIVES ARE IN SERVICE (I.E., NOT REPLACED/RETIRED)

EXISTING LOCOMOTIVE FLEET
EMD - F40PH-2

	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$2,410,607	$2,481,054	$2,548,823	$2,599,050	$2,643,817	$2,703,346	$2,739,606	$2,783,848
Annual Unplanned Maint. Cost	$1,644,188	$1,714,601	$1,734,685	$1,747,391	$1,757,459	$1,773,529	$1,764,000	$1,751,083
Total Annual Maint. Cost	$4,054,794	$4,195,655	$4,283,508	$4,346,441	$4,401,276	$4,476,875	$4,503,605	$4,534,931
Number of Existing Units	17	17	17	17	17	17	17	17
Annual Unit Maint. Cost (F40PH-2)	$238,517	$246,803	$251,971	$255,673	$258,899	$263,346	$264,918	$266,761

EXISTING LOCOMOTIVE FLEET
EMD - F40PH-2C

	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$3,599,347	$3,719,840	$3,821,930	$3,898,784	$3,967,212	$4,057,488	$4,113,579	$4,181,631
Annual Unplanned Maint. Cost	$2,550,331	$2,736,517	$2,805,560	$2,865,287	$2,890,263	$2,924,517	$2,921,374	$2,913,881
Total Annual Maint. Cost	$6,149,678	$6,456,356	$6,627,489	$6,764,070	$6,857,474	$6,982,005	$7,034,953	$7,095,512
Number of Existing Units	25	25	25	25	25	25	25	25
Annual Unit Maint. Cost (F40PH-2C)	$245,987	$258,254	$265,100	$270,563	$274,299	$279,280	$281,398	$283,820

EXISTING LOCOMOTIVE FLEET
EMD - F40PHM-2C

	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$1,720,413	$1,778,239	$1,826,989	$1,863,592	$1,896,571	$1,940,256	$1,967,738	$2,001,156
Annual Unplanned Maint. Cost	$1,124,158	$1,207,269	$1,237,920	$1,264,555	$1,289,903	$1,319,620	$1,331,855	$1,342,369
Total Annual Maint. Cost	$2,844,572	$2,985,508	$3,064,909	$3,128,147	$3,186,475	$3,259,875	$3,299,593	$3,343,524
Number of Existing Units	12	12	12	12	12	12	12	12
Annual Unit Maint. Cost (F40PHM-2C)	$237,048	$248,792	$255,409	$260,679	$265,540	$271,656	$274,966	$278,627

EXISTING LOCOMOTIVE FLEET
EMD - GP40MC

	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$3,555,110	$3,674,869	$3,775,579	$3,850,949	$3,918,737	$4,008,728	$4,064,937	$4,133,367
Annual Unplanned Maint. Cost	$2,150,514	$2,313,620	$2,372,246	$2,423,029	$2,471,232	$2,527,714	$2,547,896	$2,564,586
Total Annual Maint. Cost	$5,705,624	$5,988,489	$6,147,826	$6,273,978	$6,389,968	$6,536,442	$6,612,834	$6,697,953
Number of Existing Units	25	25	25	25	25	25	25	25
Annual Unit Maint. Cost (GP40MC)	$228,225	$239,540	$245,913	$250,959	$255,599	$261,458	$264,513	$267,918

EXISTING LOCOMOTIVE FLEET
MPI - MP36PH-3C

	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$278,170	$288,782	$297,748	$304,651	$309,924	$316,967	$321,294	$326,598
Annual Unplanned Maint. Cost	$129,740	$145,403	$153,495	$160,971	$164,212	$167,987	$168,879	$169,563
Total Annual Maint. Cost	$407,910	$434,185	$451,242	$465,622	$474,136	$484,954	$490,173	$496,161
Number of Existing Units	2	2	2	2	2	2	2	2
Annual Unit Maint. Cost (MP36PH-3C)	$203,955	$217,092	$225,621	$232,811	$237,068	$242,477	$245,086	$248,081

ATTACHMENT 1 TO APPENDIX B
MAINTENANCE COST SCHEDULE (MCS) FOR EXISTING LOCOMOTIVES

ANNUAL FLEET COST FOR MAINTAINING EXISTING LOCOMOTIVES
FOR EACH AGREEMENT YEAR THAT EXISTING LOCOMOTIVES ARE IN SERVICE (I.E., NOT REPLACED/RETIRED)

ATTACHMENT 1 TO APPENDIX B
MAINTENANCE COST SCHEDULE (MCS) FOR EXISTING LOCOMOTIVES

ANNUAL FLEET COST FOR MAINTAINING EXISTING LOCOMOTIVES
FOR EACH AGREEMENT YEAR THAT EXISTING LOCOMOTIVES ARE IN SERVICE (I.E., NOT REPLACED/RETIRED)

TOTAL EXISTING FLEET ALL LOCOMOTIVES	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$11,563,647	$11,942,784	$12,271,069	$12,517,026	$12,736,260	$13,026,785	$13,207,154	$13,426,599
Annual Unplanned Maint. Cost	$7,598,931	$8,117,409	$8,303,906	$8,461,233	$8,573,069	$8,713,366	$8,734,004	$8,741,482
Total Annual Maint. Cost	$19,162,579	$20,060,194	$20,574,974	$20,978,259	$21,309,329	$21,740,152	$21,941,158	$22,168,081
Number of Existing Units	81	81	81	81	81	81	81	81
Annual Unit Maint. Cost (Average)	$236,575	$247,657	$254,012	$258,991	$263,078	$268,397	$270,878	$273,680

NOTES:

These costs assume that the existing locomotive fleet is in service during the entire term of the contract (Years 1-8) - i.e., it is not replaced/retired.

Annual maintenance costs should be consistent with assumptions used for each year of Price Proposal ("Mechanical Services" costs). Costs included in this MCS Form shall exclude expenses associated with "Management incl Superintendents" and "Non-Revenue Fleet."

Proposer to enter cost data in cells:

ATTACHMENT 2 TO APPENDIX B
MAINTENANCE COST SCHEDULE (MCS) FOR EXISTING COACHES

ANNUAL FLEET COST FOR MAINTAINING EXISTING COACHES
FOR EACH AGREEMENT YEAR THAT EXISTING COACHES ARE IN SERVICE (I.E., NOT REPLACED/RETIRED)

EXISTING COACH FLEET
KAWASAKI 1700 (CTC-4)

	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$2,829,752	$2,906,960	$2,991,707	$3,052,087	$3,106,273	$3,178,103	$3,221,664	$3,279,062
Annual Unplanned Maint. Cost	$1,212,486	$1,284,923	$1,329,632	$1,344,694	$1,367,219	$1,386,253	$1,377,648	$1,355,717
Total Annual Maint. Cost	$4,042,237	$4,191,883	$4,321,338	$4,396,781	$4,473,493	$4,564,357	$4,599,312	$4,634,779
Number of Existing Units	24	24	24	24	24	24	24	24
Annual Unit Maint. Cost	$168,427	$174,662	$180,056	$183,199	$186,396	$190,182	$191,638	$193,116

Note: Annual costs assume no overhaul of the Kawasaki 1700 Series fleet.

EXISTING COACH FLEET
BOMBARDIER 1600 (CTC-1B)

	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$3,133,941	$3,219,078	$3,313,505	$3,380,617	$3,440,734	$3,520,560	$3,567,436	$3,630,977
Annual Unplanned Maint. Cost	$1,220,617	$1,296,841	$1,342,421	$1,354,605	$1,375,084	$1,391,366	$1,356,864	$1,327,360
Total Annual Maint. Cost	$4,354,559	$4,515,919	$4,655,926	$4,735,222	$4,815,818	$4,911,926	$4,924,301	$4,958,338
Number of Existing Units	26	26	26	26	26	26	26	26
Annual Unit Maint. Cost	$167,483	$173,689	$179,074	$182,124	$185,224	$188,920	$189,396	$190,705

EXISTING COACH FLEET
BOMBARDIER 1600 (BTC-1B)

	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$2,600,939	$2,664,830	$2,755,732	$2,823,578	$2,885,159	$2,963,398	$3,014,041	$3,077,513
Annual Unplanned Maint. Cost	$579,319	$596,862	$628,709	$632,823	$644,882	$650,454	$624,879	$599,607
Total Annual Maint. Cost	$3,180,257	$3,261,692	$3,384,441	$3,456,401	$3,530,041	$3,613,852	$3,638,920	$3,677,119
Number of Existing Units	25	25	25	25	25	25	25	25
Annual Unit Maint. Cost	$127,210	$130,468	$135,378	$138,256	$141,202	$144,554	$145,557	$147,085

Note: the Bombardier 1600 BTCs are converted CTCs.

EXISTING COACH FLEET
MBB 1500 (CTC-3)

	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$3,959,005	$4,066,644	$4,186,006	$4,271,001	$4,346,429	$4,446,311	$4,505,912	$4,586,502
Annual Unplanned Maint. Cost	$1,627,581	$1,728,028	$1,787,978	$1,805,601	$1,809,623	$1,807,952	$1,766,695	$1,731,772
Total Annual Maint. Cost	$5,586,586	$5,794,672	$5,973,985	$6,076,602	$6,156,052	$6,254,263	$6,272,607	$6,318,274
Number of Existing Units	34	34	34	34	34	34	34	34
Annual Unit Maint. Cost	$164,311	$170,432	$175,705	$178,724	$181,060	$183,949	$184,488	$185,832

EXISTING COACH FLEET
BOMBARDIER 300/600 (BTB-1A, 1B)

	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$9,795,018	$10,035,791	$10,378,143	$10,633,830	$10,865,699	$11,160,081	$11,351,158	$11,590,487
Annual Unplanned Maint. Cost	$2,254,887	$2,323,988	$2,446,214	$2,464,074	$2,503,236	$2,517,911	$2,424,351	$2,332,010
Total Annual Maint. Cost	$12,049,905	$12,359,778	$12,824,357	$13,097,905	$13,368,934	$13,677,992	$13,775,509	$13,922,497
Number of Existing Units	94	94	94	94	94	94	94	94
Annual Unit Maint. Cost	$128,190	$131,487	$136,429	$139,339	$142,223	$145,511	$146,548	$148,112

CONTINUED ON FOLLOWING PAGE

ATTACHMENT 2 TO APPENDIX B
MAINTENANCE COST SCHEDULE (MCS) FOR EXISTING COACHES

ANNUAL FLEET COST FOR MAINTAINING EXISTING COACHES
FOR EACH AGREEMENT YEAR THAT EXISTING COACHES ARE IN SERVICE (I.E., NOT REPLACED/RETIRED)

EXISTING COACH FLEET
KAWASAKI 700 (BTC-4, 4A, 4C)

	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$8,604,418	$8,816,523	$9,115,922	$9,339,522	$9,542,596	$9,800,512	$9,968,915	$10,179,055
Annual Unplanned Maint. Cost	$2,069,247	$2,132,138	$2,242,873	$2,263,150	$2,309,217	$2,334,346	$2,275,405	$2,205,986
Total Annual Maint. Cost	$10,673,664	$10,948,661	$11,358,795	$11,602,673	$11,851,814	$12,134,859	$12,244,320	$12,385,041
Number of Existing Units	82	82	82	82	82	82	82	82
Annual Unit Maint. Cost	$130,167	$133,520	$138,522	$141,496	$144,534	$147,986	$149,321	$151,037

Note: Annual costs assume no overhaul of the Kawasaki 700 Series fleet.

EXISTING COACH FLEET
KAWASAKI 900 (BTC-4C)

	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$3,428,140	$3,512,288	$3,631,524	$3,720,195	$3,800,542	$3,902,895	$3,969,157	$4,052,536
Annual Unplanned Maint. Cost	$637,687	$654,660	$693,553	$696,500	$709,237	$713,174	$682,859	$652,598
Total Annual Maint. Cost	$4,065,827	$4,166,949	$4,325,077	$4,416,695	$4,509,779	$4,616,069	$4,652,016	$4,705,133
Number of Existing Units	33	33	33	33	33	33	33	33
Annual Unit Maint. Cost	$123,207	$126,271	$131,063	$133,839	$136,660	$139,881	$140,970	$142,580

EXISTING COACH FLEET
MBB 500 (BTC-3)

	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$3,450,215	$3,535,145	$3,655,751	$3,745,948	$3,827,665	$3,931,278	$3,998,844	$4,083,365
Annual Unplanned Maint. Cost	$844,728	$871,062	$915,754	$923,788	$935,259	$938,110	$907,196	$876,773
Total Annual Maint. Cost	$4,294,943	$4,406,207	$4,571,505	$4,669,737	$4,762,924	$4,869,388	$4,906,041	$4,960,138
Number of Existing Units	33	33	33	33	33	33	33	33
Annual Unit Maint. Cost	$130,150	$133,521	$138,530	$141,507	$144,331	$147,557	$148,668	$150,307

EXISTING COACH FLEET
PULLMAN 200 (BTC-1C)

	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$5,921,988	$6,067,375	$6,274,336	$6,428,524	$6,568,221	$6,745,689	$6,860,840	$7,005,221
Annual Unplanned Maint. Cost	$1,343,210	$1,373,229	$1,433,080	$1,429,037	$1,443,043	$1,441,956	$1,382,336	$1,323,343
Total Annual Maint. Cost	$7,265,198	$7,440,604	$7,707,415	$7,857,561	$8,011,264	$8,187,645	$8,243,177	$8,328,564
Number of Existing Units	57	57	57	57	57	57	57	57
Annual Unit Maint. Cost	$127,460	$130,537	$135,218	$137,852	$140,548	$143,643	$144,617	$146,115

TOTAL EXISTING FLEET
ALL COACHES

	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Annual Planned Maint. Cost	$43,723,415	$44,824,635	$46,302,625	$47,395,302	$48,383,318	$49,648,827	$50,457,967	$51,484,718
Annual Unplanned Maint. Cost	$11,789,761	$12,261,731	$12,820,215	$12,914,273	$13,096,801	$13,181,524	$12,798,235	$12,405,166
Total Annual Maint. Cost	$55,513,176	$57,086,366	$59,122,840	$60,309,576	$61,480,119	$62,830,351	$63,256,202	$63,889,884
Number of Existing Units	408	408	408	408	408	408	408	408
Annual Unit Maint. Cost (Average)	$136,062	$139,918	$144,909	$147,818	$150,687	$153,996	$155,040	$156,593

NOTES:

These costs assume that the existing coach fleet is in service during the entire term of the contract (Years 1-8) - i.e., it is not replaced/retired or overhauled.

ATTACHMENT 2 TO APPENDIX B
MAINTENANCE COST SCHEDULE (MCS) FOR EXISTING COACHES

ANNUAL FLEET COST FOR MAINTAINING EXISTING COACHES
FOR EACH AGREEMENT YEAR THAT EXISTING COACHES ARE IN SERVICE (I.E., NOT REPLACED/RETIRED)

Annual maintenance costs should be consistent with assumptions used for each year of Price Proposal ("Mechanical Services" costs). Costs included in this MCS Form shall exclude expenses associated with "Management incl Superintendents" and "Non-Revenue Fleet."

Proposer to enter cost data in cells:

ATTACHMENT 3 TO APPENDIX B
SUMMARY OF ANNUAL COSTS FOR EXISTING LOCOMOTIVE AND COACH FLEET

ANNUAL COST FOR MAINTAINING EXISTING LOCOMOTIVES AND COACHES FOR EACH AGREEMENT YEAR THAT EXISTING FLEET IS IN SERVICE (I.E., NOT REPLACED/RETIRED)

EXISTING LOCOMOTIVE FLEET	# of Veh.	Annual Cost for Maintaining Existing Locomotive Fleet - by Agreement Year							
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
EMD - F40PH-2	17	$4,054,794	$4,195,655	$4,283,508	$4,346,441	$4,401,276	$4,476,875	$4,503,605	$4,534,931
EMD - F40PH-2C	25	$6,149,678	$6,456,356	$6,627,489	$6,764,070	$6,857,474	$6,982,005	$7,034,953	$7,095,512
EMD - F40PHM-2C	12	$2,844,572	$2,985,508	$3,064,909	$3,128,147	$3,186,475	$3,259,875	$3,299,593	$3,343,524
EMD - GP40MC	25	$5,705,624	$5,988,489	$6,147,826	$6,273,978	$6,389,968	$6,536,442	$6,612,834	$6,697,953
MPI - MPS6PH-3C	2	$407,910	$434,185	$451,242	$465,622	$474,136	$484,954	$490,173	$496,161
	81	$19,162,579	$20,060,194	$20,574,974	$20,978,259	$21,309,329	$21,740,152	$21,941,158	$22,168,081

EXISTING COACH FLEET	# of Veh.	Annual Cost for Maintaining Existing Coach Fleet - by Agreement Year							
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
KAWASAKI 1700 (CTC-4)	24	$4,042,237	$4,191,883	$4,321,338	$4,396,781	$4,473,493	$4,564,357	$4,599,312	$4,634,779
BOMBARDIER 1600 (CTC-1B)	26	$4,354,559	$4,515,919	$4,655,926	$4,735,222	$4,815,818	$4,911,926	$4,924,301	$4,958,338
BOMBARDIER 1600 (BTC-1B)	25	$3,180,257	$3,261,692	$3,384,441	$3,456,401	$3,530,041	$3,613,852	$3,638,920	$3,677,119
MBB 1500 (CTC-3)	34	$5,586,586	$5,794,672	$5,973,985	$6,076,602	$6,156,052	$6,254,263	$6,272,607	$6,318,274
BOMBARDIER 300/600 (BTB-1A, 1B)	94	$12,049,905	$12,359,778	$12,824,357	$13,097,905	$13,368,934	$13,677,992	$13,775,509	$13,922,497
KAWASAKI 700 (BTC-4, 4A, 4C)	82	$10,673,664	$10,948,661	$11,358,795	$11,602,673	$11,851,814	$12,134,859	$12,244,320	$12,385,041
KAWASAKI 900 (BTC-4C)	33	$4,065,827	$4,166,949	$4,325,077	$4,416,695	$4,509,779	$4,616,069	$4,652,016	$4,705,133
MBB 500 (BTC-3)	33	$4,294,943	$4,406,207	$4,571,505	$4,669,737	$4,762,924	$4,869,388	$4,906,041	$4,960,138
PULLMAN 200 (BTC-1C)	57	$7,265,198	$7,440,604	$7,707,415	$7,857,561	$8,011,264	$8,187,645	$8,243,177	$8,328,564
	408	$55,513,176	$57,086,366	$59,122,840	$60,309,576	$61,480,119	$62,830,351	$63,256,202	$63,889,884

TOTAL FLEET	# of Veh.	Annual Cost for Maintaining Existing Fleet - by Agreement Year							
		Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
EXISTING LOCOMOTIVES	81	$19,162,579	$20,060,194	$20,574,974	$20,978,259	$21,309,329	$21,740,152	$21,941,158	$22,168,081
EXISTING COACHES	408	$55,513,176	$57,086,366	$59,122,840	$60,309,576	$61,480,119	$62,830,351	$63,256,202	$63,889,884
	489	**$74,675,755**	**$77,146,559**	**$79,697,814**	**$81,287,835**	**$82,789,448**	**$84,570,503**	**$85,197,360**	**$86,057,965**

Note: For each Agreement Year, these dollar amounts must equal the figure shown in the Price Proposal (FFP Form, Cell L97), less the amount provided for "Management incl Superintendents" (Cell L81) and "Non-Revenue Fleet" (Cell L91). This includes all costs associated with maintenance of the revenue service fleet (locomotives and coaches) - excluding management costs.

NOTE:

This summary form is not fiilled out by the Proposer. These amounts are linked to the total annual maintenance costs (planned and unplanned) from the Existing Locomotive and Existing Coach worksheets.

The total fleet maintenance cost must equal the total "Mechanical Services" price included in the Price Proposal (excluding "Management incl Superintendents" and "Non-Revenue Fleet") - for each Agreement Year (Years 1-8).

ATTACHMENT 4 TO APPENDIX B
MAINTENANCE COST SCHEDULE (MCS) FOR NEW LOCOMOTIVES

ANNUAL UNIT COST FOR MAINTAINING NEW LOCOMOTIVES
ANNUAL MAINTENANCE COST - BASED ON THE YEAR LOCOMOTIVE IS PUT IN SERVICE

NEW LOCOMOTIVES MPI - HSP46	Annual Unit Cost for Maintaining New Locomotives - by Service Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Locomotive Put in Service in Year 1	$140,055	$145,999	$216,522	$222,225	$227,650	$234,182	$240,875	$247,830
Locomotive Put in Service in Year 2	N/A	$144,257	$150,379	$223,017	$228,892	$234,480	$241,207	$248,101
Locomotive Put in Service in Year 3	N/A	N/A	$148,585	$154,891	$229,708	$235,759	$241,514	$248,443
Locomotive Put in Service in Year 4	N/A	N/A	N/A	$153,042	$159,537	$236,599	$242,832	$248,760
Locomotive Put in Service in Year 5	N/A	N/A	N/A	N/A	$157,634	$164,323	$243,697	$250,117
Locomotive Put in Service in Year 6	N/A	N/A	N/A	N/A	N/A	$162,363	$169,253	$251,008
Locomotive Put in Service in Year 7	N/A	N/A	N/A	N/A	N/A	N/A	$167,233	$174,331
Locomotive Put in Service in Year 8	N/A	N/A	N/A	N/A	N/A	N/A	N/A	$172,251

NOTES:

Cost includes both preventative and corrective maintenance, consistent with the manufacturer's requirements and warranty provisions.

Proposer to enter cost data in cells:

ATTACHMENT 5 TO APPENDIX B
MAINTENANCE COST SCHEDULE (MCS) FOR NEW COACHES

ANNUAL UNIT COST FOR MAINTAINING NEW COACHES
ANNUAL MAINTENANCE COST - BASED ON THE YEAR COACH IS PUT IN SERVICE

NEW COACHES
ROTEM 1800 (CTC-5)

	Annual Unit Cost for Maintaining New Coaches - by Service Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Coach Put in Service in Year 1	$121,935	$127,142	$159,253	$162,623	$166,035	$169,956	$174,452	$179,725
Coach Put in Service in Year 2	N/A	$125,594	$130,956	$164,031	$167,502	$171,016	$175,055	$179,686
Coach Put in Service in Year 3	N/A	N/A	$129,361	$134,885	$168,952	$172,527	$176,146	$180,306
Coach Put in Service in Year 4	N/A	N/A	N/A	$133,242	$138,932	$174,020	$177,702	$181,431
Coach Put in Service in Year 5	N/A	N/A	N/A	N/A	$137,239	$143,100	$179,241	$183,033
Coach Put in Service in Year 6	N/A	N/A	N/A	N/A	N/A	$141,357	$147,393	$184,618
Coach Put in Service in Year 7	N/A	N/A	N/A	N/A	N/A	N/A	$145,597	$151,814
Coach Put in Service in Year 8	N/A	N/A	N/A	N/A	N/A	N/A	N/A	$149,965

NEW COACHES
ROTEM 800 (BTC-4D)

	Annual Unit Cost for Maintaining New Coaches - by Service Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Coach Put in Service in Year 1	$112,322	$116,897	$132,730	$135,615	$138,532	$141,855	$145,813	$150,391
Coach Put in Service in Year 2	N/A	$115,691	$120,404	$136,712	$139,683	$142,688	$146,111	$150,188
Coach Put in Service in Year 3	N/A	N/A	$119,162	$124,016	$140,813	$143,874	$146,968	$150,494
Coach Put in Service in Year 4	N/A	N/A	N/A	$122,737	$127,737	$145,037	$148,190	$151,377
Coach Put in Service in Year 5	N/A	N/A	N/A	N/A	$126,419	$131,569	$149,389	$152,636
Coach Put in Service in Year 6	N/A	N/A	N/A	N/A	N/A	$130,212	$135,516	$153,870
Coach Put in Service in Year 7	N/A	N/A	N/A	N/A	N/A	N/A	$134,118	$139,581
Coach Put in Service in Year 8	N/A	N/A	N/A	N/A	N/A	N/A	N/A	$138,141

NOTES:

Cost includes both preventative and corrective maintenance, consistent with the manufacturer's requirements and warranty provisions.

Proposer to enter cost data in cells:

ATTACHMENT 6 TO APPENDIX B
MAINTENANCE COST SCHEDULE (MCS) FOR OVERHAULED COACHES

ANNUAL UNIT COST FOR MAINTAINING OVERHAULED COACHES
ANNUAL MAINTENANCE COST - BASED ON THE YEAR OVERHAULED COACH IS PUT BACK IN SERVICE

OVERHAULED COACHES
KAWASAKI 1700 (CTC-4)

	Annual Unit Cost for Maintaining Overhauled Coaches - by Service Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Coach Overhauled in Year 1	$138,371	$167,667	$173,188	$176,533	$179,914	$183,870	$188,327	$193,667
Coach Overhauled in Year 2	N/A	$142,522	$172,697	$178,384	$181,829	$185,311	$189,386	$193,977
Coach Overhauled in Year 3	N/A	N/A	$146,798	$177,878	$183,736	$187,284	$190,870	$195,068
Coach Overhauled in Year 4	N/A	N/A	N/A	$151,202	$183,214	$189,248	$192,902	$196,596
Coach Overhauled in Year 5	N/A	N/A	N/A	N/A	$155,738	$188,711	$194,925	$198,689
Coach Overhauled in Year 6	N/A	N/A	N/A	N/A	N/A	$160,410	$194,372	$200,773
Coach Overhauled in Year 7	N/A	N/A	N/A	N/A	N/A	N/A	$165,222	$200,203
Coach Overhauled in Year 8	N/A	N/A	N/A	N/A	N/A	N/A	N/A	$170,179

OVERHAULED COACHES
KAWASAKI 700 (BTC-4, 4A, 4C)

	Annual Unit Cost for Maintaining Overhauled Coaches - by Service Year							
	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Coach Overhauled in Year 1	$113,435	$128,887	$133,877	$136,875	$139,918	$143,371	$147,482	$152,189
Coach Overhauled in Year 2	N/A	$116,838	$132,754	$137,893	$140,982	$144,116	$147,672	$151,906
Coach Overhauled in Year 3	N/A	N/A	$120,344	$136,737	$142,030	$145,211	$148,439	$152,102
Coach Overhauled in Year 4	N/A	N/A	N/A	$123,954	$140,839	$146,291	$149,568	$152,892
Coach Overhauled in Year 5	N/A	N/A	N/A	N/A	$127,672	$145,064	$150,679	$154,055
Coach Overhauled in Year 6	N/A	N/A	N/A	N/A	N/A	$131,503	$149,416	$155,200
Coach Overhauled in Year 7	N/A	N/A	N/A	N/A	N/A	N/A	$135,448	$153,898
Coach Overhauled in Year 8	N/A	N/A	N/A	N/A	N/A	N/A	N/A	$139,511

NOTES:

Cost includes both preventative and corrective maintenance, consistent with Overhaul Maintenance Manuals.
It is anticipated that the unit maintenance costs for the overhauled coaches will be less than that of the existing coaches (prior to overhaul).

Proposer to enter cost data in cells:

PROVIDED FOR REFERENCE ONLY - THIS IS NOT FILLED IN AS PART OF THE MAINTENANCE COST SCHEDULE

Annual Firm Fixed Price (FFP) Proposal Form – Year X of Operations (In 20XX Prices)

	Category	Direct Labor Costs					Non-Labor Costs	
		Number of Staff ("0" if Not a Direct Labor Cost)	Number of Hours Worked in Year per Staff ("1" if Salary or Lump Cost)	Wage Rate / Salary	Overtime	Benefits Uplift % ("0%" if n/a)	Service, Materials, or Utility Cost	Year X Total $ (12 months)
	select	#	#	$ or $/hr	$	%	$	$
Example 1 - a general manager ($)	Direct Labor	1	1	$ 100,000.00		30.0%		$ 130,000
Example 2 - labourers ($/hour)	Direct Labor	20	2080	$ 21.93	$ 100,000	30.0%		$ 1,285,974
Example 3 - IT cost	Service	0	1			0.0%	$ 1,000,000	$ 1,000,000
Mechanical Services								
Management incl Superintendents	Direct Labor							$ -
Technical Services, Quality, Special Projects	Direct Labor							$ -
Fitters/Mechanics	Direct Labor							$ -
Electricians	Direct Labor							$ -
Foremen	Direct Labor							$ -
Laborer/Other	Direct Labor							$ -
Cleaning	Direct Labor							$ -
Locos	Materials							$ -
Control Trailers	Materials							$ -
Trailers	Materials							$ -
Non-Revenue Fleet	Materials							$ -
Mid-life Overhauls of Traction Motors	Service							$ -
Corrective Work	Service							$ -
Spare	Spare							$ -
Spare	Spare							$ -
Spare	Spare							$ -
Sub Total - Mechancial Services		-						$ -
Less: Management incl Superintendents	Direct Labor							$ -
Less: Non-Revenue Fleet	Materials							$ -
Less: Management & Non-Revenue Fleet								$ -
Mechanical Services - Excluding Management & Non-Revenue Fleet								$ -

Note: For the purpose of comparing the Mechanical Services costs in the Price Proposal (FFP Form) to the Existing Fleet total costs included in Maintenance Cost Schedule (Attachment 3 to Appendix B), fixed costs ("Management incl Superintendents") and expenses not associated with maintaining revenue service vehicles ("Non-Revenue Fleet") shall be excluded.

For each year, this must equal the amount shown in Attachment 3 (total existing fleet cost).

WAGE INCREASE INFORMATION FORM

Agreement Year					Annual Cost for Wage Increases (1/1/13-6/30/13)
Agreement Year Number	Number of Months	Agreement Year Start	Agreement Year End	Year Prices	
Year 1	12 Months	7/1/2014	6/30/2015	2014	$6,537,470
Year 2	12 Months	7/1/2015	6/30/2016	2015	$6,692,607
Year 3	12 Months	7/1/2016	6/30/2017	2016	$6,818,364
Year 4	12 Months	7/1/2017	6/30/2018	2017	$6,878,143
Year 5	12 Months	7/1/2018	6/30/2019	2018	$6,959,647
Year 6	12 Months	7/1/2019	6/30/2020	2019	$7,065,225
Year 7	12 Months	7/1/2020	6/30/2021	2020	$7,104,310
Year 8	12 Months	7/1/2021	6/30/2022	2021	$7,164,185

$0 Input the annual cost impact of employee wage increases between 1/1/13 and 6/30/13.

Note: Annual cost for wage increases (1/1/13-6/30/2013) includes all wage related cost factors including overtime and fringe benefits.